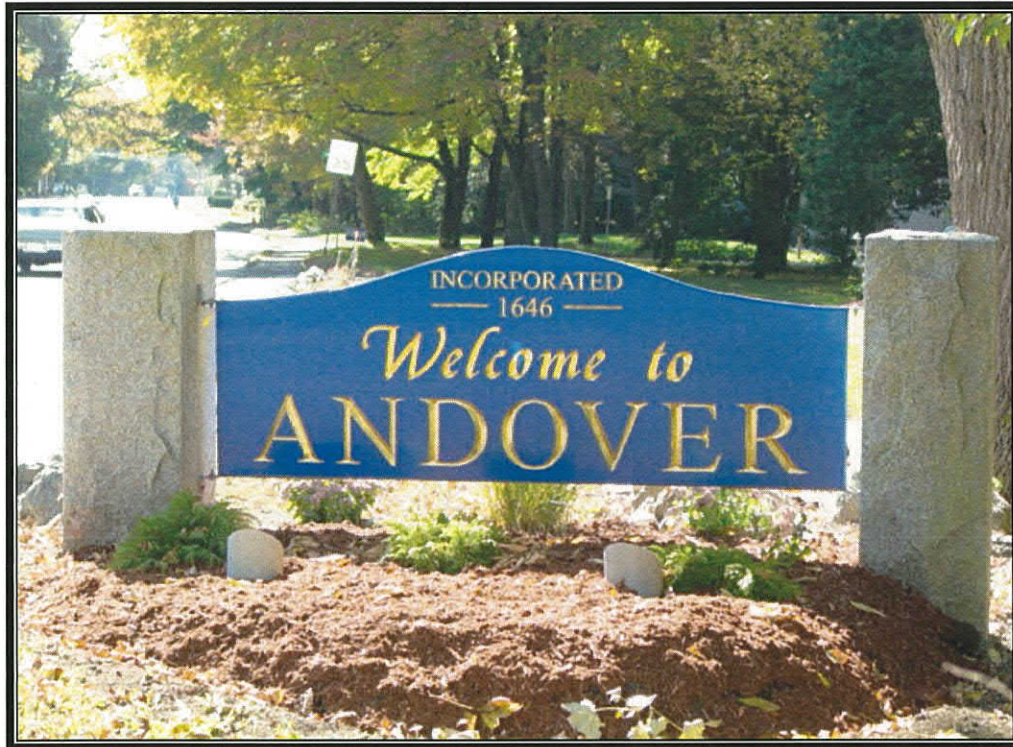
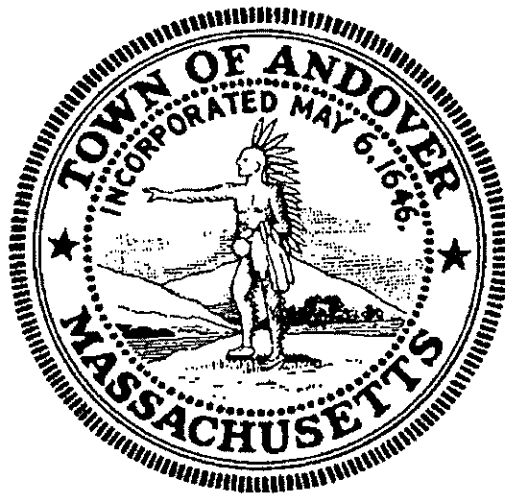


# TOWN OF ANDOVER



## **TOWN MANAGER'S RECOMMENDED FISCAL 2017 BUDGET & FINANCIAL PLAN**

**TOWN OF ANDOVER**  
**TOWN MANAGER'S RECOMMENDED**  
**FISCAL YEAR 2017 BUDGET**  
**AND**  
**FINANCIAL PLAN**



**Andrew P. Flanagan**  
**Town Manager**

**February 5, 2016**



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## **A Citizen's Guide to the Budget**

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2017 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2017 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

### **The Budget Process**

The Town of Andover is governed by the Town Charter by which a popularly elected, five-member Board of Selectmen appoint a professional manager to administer the daily operation of the Town. The Town's legislative body is Open Town Meeting in which any registered voter of the Town of Andover may partake and vote. There are nine (9) precincts in Andover. The Town Manager is the chief executive officer of the Town, responsible for managing the day to day business of Town departments.

In accordance with the Town Charter and bylaws, the Town Manager must annually submit a budget to the Board of Selectmen. Andover has a long tradition of developing a budget that clearly defines departmental missions, goals and objectives. The annual operating and capital budgets are submitted as part of the Town Manager's annual budget. The Board of Selectmen and Finance Committee review the annual budget February through April and submit their recommendations to Town Meeting. Town Meeting then votes to adopt both the operating and capital budgets at the Annual Town Meeting.

It is important to note that the financial and budgetary information presented in the annual budget are projections and are subject to change prior to Town Meeting. For definitions of terms used in the annual budget, refer to the Glossary of Terms.

For prior year budgets and plans, plus additional financial documents please visit [www.andoverma.gov](http://www.andoverma.gov).

For more detailed information on the budget process, please refer to page 169.

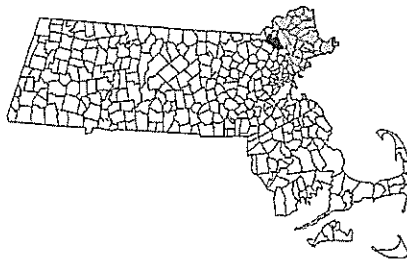
## Community Profile

The Town of Andover is located 22 miles north of the state's capital, Boston, Massachusetts, and is home to over 33,000 residents living in a suburban community of 32.1 square miles of which 31 (96.5%) square miles is land and 1.1 (3.5%) square miles is water. The Town was settled in 1642 and incorporated in 1646.

Andover is one of thirty four communities located in Essex County. It contains the western most point of Essex County situated along the Merrimack River. In addition to the Merrimack River, other significant water areas include the Shawsheen River and Haggetts Pond, the latter of which serves as the Town's reservoir. Residents of Andover enjoy a multitude of natural resource areas such as Pumps Pond, the Harold Parker State Forest, the Charles W. Ward Reservation, the Harold R. Rafton Reservation and the Deer Jump Reservation, to name just a few.

Andover's quality of life is also enhanced by its reputable school system, commitment to public safety and active civic life. The Town is located at the intersection of Interstates 93 and 495 and has two commuter rail stops. All of which provide for accessible commuting options to Boston and other points east, west, north and south.

The Town's vibrant downtown district and strong commercial and industrial tax base have enabled local officials to provide the quality municipal services for which its residents have come to expect. Efforts of which are profoundly supported through the Town's active civic involvement.



**Name:** Town of Andover

**Settled:** 1642

**Total Area:** 32.1 Sq. Miles

**Incorporated:** 1646

**Land:** 31.0 Sq. Miles

**Water:** 1.1 Sq. Miles

**Elevation:** 180 Feet

**Public Roads (Town):** 188 Miles

**Coordinates:** 42°39'30''N 71°08'15''W

**Public Roads (State):** 23 Miles

**County:** Essex

**Population:** 33,201 (2010 Census)

**Form of Gov't:** Open Town Meeting

**Schools:** K-12

**FY16 Residential & Open Space Tax Rate:** \$14.82

**FY16 Avg. Single Family Home Value:** \$603,550

**JOINT BOARD OF SELECTMEN AND FINANCE COMMITTEE MEETING SCHEDULE  
FY17 BUDGET AND 2016 WARRANT ARTICLE REVIEW**

(02/05/16)

**February**

Fri. 5 <sup>th</sup>	Town Manager's Recommended FY16 Budget Released (on Town website)
Mon. 8 <sup>th</sup>	High Level Overview Presentation of TM's Recommended FY16 Budget
Sat. 27 <sup>th</sup>	All Town Department Budgets (MHL – 9:00 AM to 3:00 PM)

**March**

Mon. 7 <sup>th</sup>	Fixed Costs; CIP; Warrant Articles
Wed. 9 <sup>th</sup>	Tri-Board Meeting – School Budget Request (Sch. Com. Mtg. Rm. – 7:00 PM)
Mon. 14 <sup>th</sup>	Revenues; Financial Articles; Water & Sewer Rate Hearing
Mon. 21 <sup>st</sup>	Budget & Warrant Articles; Water & Sewer Rate Hearing
Mon. 28 <sup>th</sup>	Operating Budget, Capital and Warrant Article Votes, Fixed Costs, Water & Sewer Rate Votes

**April**

Mon. 4 <sup>th</sup>	Final Budget & Warrant Article Votes (if needed)
Tues. 5 <sup>th</sup>	Finance Committee Report to the Printer
Fri. 22 <sup>nd</sup>	Finance Committee Report due to Residents
May 2 <sup>nd</sup>	2016 Annual Town Meeting (1 <sup>st</sup> night)

All meetings will be held beginning at 7:00 PM in the Selectmen's conference room  
In the Town Offices unless otherwise noted.

# TOWN OF ANDOVER

## MISSION & VALUES STATEMENT

*Developed by the  
Board of Selectmen, Town Manager, and Town Department Heads  
Adopted by the Board of Selectmen on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Board of Selectmen, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

### **VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY**

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town's infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

### **VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS**

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town's "Aaa" bond rating

### **VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE**

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

### **VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY**

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

### **VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY**

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

### **VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY**

- 6.1 Celebrate Andover's unique heritage
- 6.2 Protect and acquire open space

# THE ANDOVER VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future. *Vision 21 Committee – July 26, 2004*

## **QUALITY EDUCATION**

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

## **OPEN SPACE AND RECREATION**

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

## **VIBRANT DOWNTOWN**

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

## **SMALL-TOWN CHARACTER**

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

## **CITIZEN PARTICIPATION**

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

## **HISTORICAL HERITAGE**

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

## **CULTURAL DIVERSITY**

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

## **FINANCIAL STABILITY**

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

## **HEALTHY AND SAFE ENVIRONMENT**

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

## **MANAGEMENT OF NATURAL RESOURCES**

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

## **TOWN SERVICES**

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

## **HUMAN SERVICES**

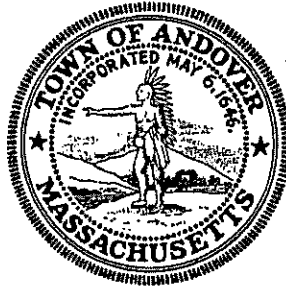
Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

## **TRANSPORTATION**

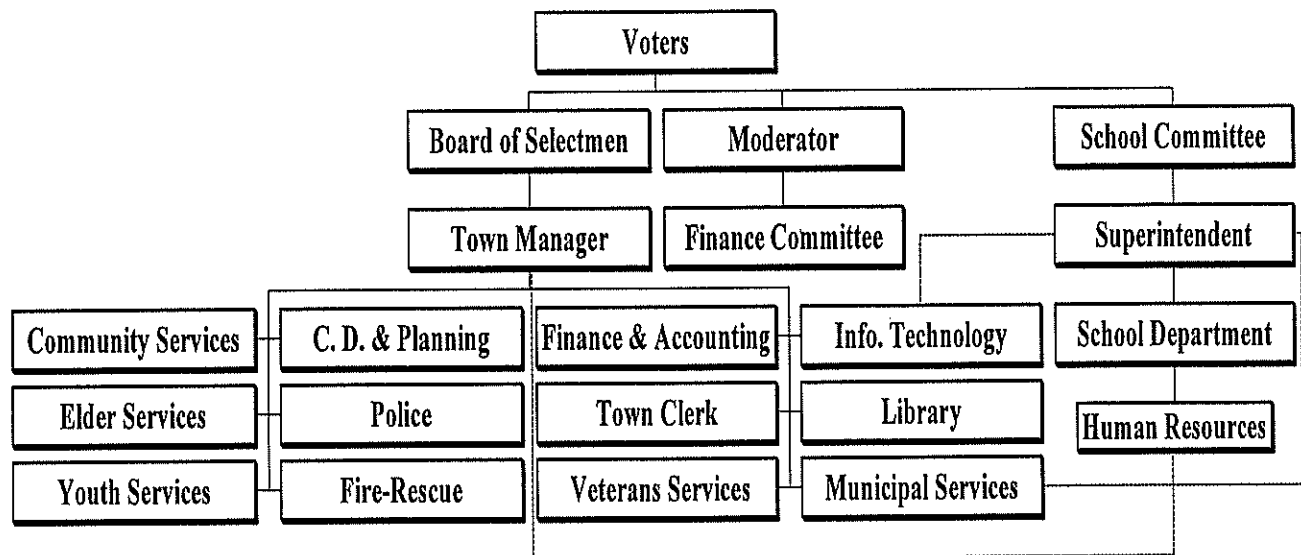
We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.



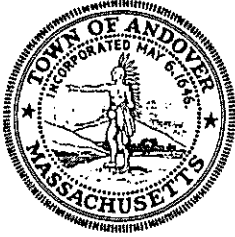
# TOWN OF ANDOVER



## ORGANIZATION



*The Mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.*



# TOWN OF ANDOVER

Town Offices  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8200  
[www.town.andover.ma.us](http://www.town.andover.ma.us)

February 5, 2016

To: Honorable Mary T. O'Donoghue & Members of the Board of Selectmen  
Honorable S. John Stumpf & Members of the Finance Committee

I hereby transmit to you the recommended FY 2017 operating and capital budgets. The General Fund Budget as proposed totals \$159,921,029 which is an increase of \$4,579,018 (2.94%) from the current budget. The Water & Sewer Enterprise Funds, exclusive of the General Fund, totals \$7,599,988 as proposed which is an increase of \$370,912 (5.12%). The total available increase for Town and School Operations is \$3,296,328 (2.98%). An additional \$10,405,575 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Over the past several months, the Administration has worked to define the fundamental goals and objectives from which the FY 2017 budget has been developed. Those goals are as follows:

- Develop a FY 2017 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Board of Selectmen financial policies;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments and is consistent with the Town's long term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Continue towards developing a long term financial model that provides for predictability and the opportunity to plan for sustainability of operations;
- Establish a capital program that is based on an annual spending target for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½ ; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

## **Balancing Community Needs with Fiscal Responsibility**

Throughout the budget process considerable attention has been given to balancing the needs of the community and expectations of Andover's residents with the need to develop a financing plan that is fiscally responsible. As part of that process each department budget was carefully

examined and department and division heads were challenged to consider measures that maximize productivity of the organization while ensuring the effective delivery of quality services within available resources. As part of determining the level of available funds to offset obligations and for department operations, the following revenue and expenditure assumptions were used to develop the FY 2017 recommended budget:

### **Revenues**

- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth.
- **New Growth** and **Local Receipt** estimates are based on five year averages of actual growth and collections.
- **State Aid** projections have been adjusted to reflect the Governor's Budget (H1).
- **Free Cash** to be appropriated only for one time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

### **Expenditures**

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution to increase by 8% from current budget per the existing funding schedule.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on a percentage of budget; with a target set of 0.5%.
- **Employee Health Insurance** expense to increase by 8%.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a percentage of budget and increase by approximately 0.6% over FY 2016.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by \$1,112,087 (2.98%). Some of the more significant budget changes include the following:

#### **Police Department +\$322,410**

Increases to the Police Department's budget are reflective of the recently settled collective bargaining agreements between the Superior Officers and the Patrolmen. The agreements provide cost of living increases for FY 2015 (1.5%) and FY 2016 (1.75%). The Police Department is the only budget that has been adjusted based on settled collective bargaining agreements. Additionally, the Community Support Coordinator position approved in the current fiscal year has been included in the FY 2017 budget.

#### **Municipal Services – Solid Waste & Recycling +\$147,590**

Costs associated with solid waste and recycling pickup and disposal are increasing significantly. The Municipal Services Departments are continuing to explore options to contain these costs, including potential opportunities to regionalize the service.

#### **Municipal Services – Plant & Facilities +48,937**

The FY 2017 budget includes a collaboration between the Town and School to fund a full time Custodial Supervisor. The Town's contribution to this effort is \$30,000. This

position will provide much needed oversight of custodial services in the evenings and after normal business hours. This recommendation is consistent with the ongoing effort to improve the condition of Town and School facilities.

### **Municipal Services – Street Lighting +\$20,000**

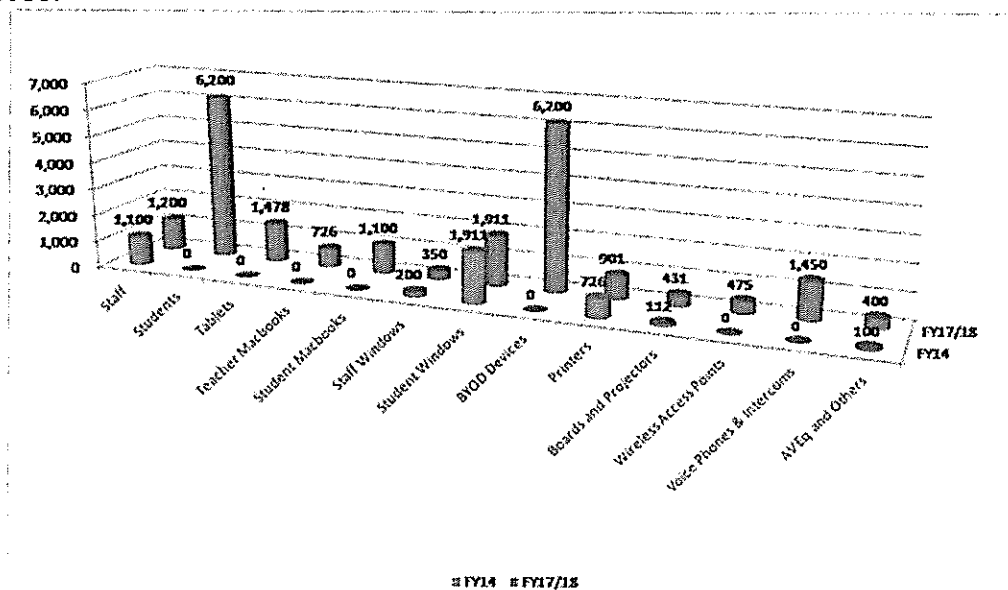
The recommended budget includes increasing funding for street lighting by \$20,000. This will provide the Town with the resources to proceed with the much anticipated Town wide street light LED conversion project. The projected savings in electricity costs associated with replacing the current fixtures with LED fixtures will offset the costs of the conversion. The costs of converting the fixtures will be included in the operating budget for a period of five years, at which point the savings associated with the conversion will be fully realized. It is expected that all of the fixtures will be replaced in FY 2017 and that the useful life of the technology is 18-20 years.

### **Legal -\$50,000**

The recommended budget includes a restructuring of the Town's legal services by establishing an internal Legal Department. As part of this effort, the budget includes funding for a Town Counsel position and a corresponding decrease in expenditures for contracted legal services. The proposal to establish a Legal Department assumes that the Town will continue to contract for labor and employment law services and other specialized legal services.

### **Information Technology +\$164,806**

As the organization continues to evolve and embrace the integration of technology into daily operations, the amount of devices owned and managed by the Town continues to increase. As part of this necessary reality are the increased costs associated with software licensing and maintaining the infrastructure to support the network and its associated devices. Below is a comparative graph that shows the number of devices supported within the organization in FY 2014 compared to the number projected for FY 2017 and FY 2018.



**Community Development & Planning +\$26,468**

The recommended budget includes the elimination of two part time administrative positions and funding for one full time position. As part of the Town's commitment to improving customer service it has become increasingly apparent that there is a need for a consistent presence at the front desk in this department. A customer of this department often is required to make a number of visits to the office before completing the transactional and permitting process. There continues to be significant frustration from customers associated with the Town's ability to provide continuity of services in this area. The budgetary impact (not including benefits) of this modification to staffing is \$7,478.

**School Department – Funding the Gap**

The FY 2017 recommended budget for the School Department and the proposed budget as voted by the School Committee results in a funding gap of \$2,041,475. Despite the existing gap in funding, Town and School Administrations are engaged in and committed to ongoing discussions on how we can work collaboratively to close the gap and meet the collective goal that was established in October which is to bring a balanced and consensus budget to Town Meeting in May. As part of these discussions special attention is being paid to developing mechanisms that will provide funding to offset extraordinary expenditures associated with unanticipated fluctuations in Special Education costs and growth in student enrollment.

**Compensation & Employee Health Insurance**

The Compensation Fund will increase by \$160,000 to a total of \$1,110,000. This is reflective of carrying forward the amount budgeted in FY 2016, less the amount transferred to departmental budgets as a result of settling outstanding collective bargaining agreements (police only), and an increase that will be available for modest cost of living adjustments in FY 2017. There are four collective bargaining agreements that remain unsettled for FY 2015 and FY 2016. The two agreements that have been settled are scheduled to expire on June 30, 2016.

The Board of Selectmen voted to invoke Section 22 of Chapter 32B, the law that governs employee health insurance. As part of the Municipal Health Reform Law, Section 22 provides municipalities with the opportunity to change plan design and share 25% of the associated savings with employees enrolled in Town managed plans. As part of this process, the Town has begun meeting regularly with the Public Employee Committee (PEC) to discuss the proposed changes and to negotiate how the potential savings will be shared. Initial projections indicate that the Town may be able to realize significant savings (approx. \$1,000,000) through plan design changes, however, the recommended budget maintains a projected 8% increase in employee health insurance costs. Over the next several months, the Town will have a better understanding of the potential savings and the associated impacts.

## **Other Post Employment Benefits (OPEB) Funding**

The recommended budget includes a change in practice with regard to funding the Town's OPEB liability. The recommendation includes two components:

- 1.) A General Fund Appropriation that is based on a percentage of the adjusted General Fund budget that increases annually based on projected budget growth. The established target is 0.5% of budget.
- 2.) A combined appropriation from the Water & Sewer Enterprise Funds that reflects the Annual Required Contribution (ARC) from the enterprise funds.

The basis for the change is to provide for sustainability and predictability year over year with regard to offsetting the Town's OPEB liability. The funding strategy as reflected by appropriations approved by the 2015 Annual Town Meeting included an annual appropriation of 25% of the certified Free Cash balance. Free Cash is volatile and susceptible to significant fluctuations over time and therefore has been eliminated from the annual funding formula.

The FY 2017 recommended budget includes a total appropriation of \$920,500 which includes \$304,500 from the Water & Sewer Enterprise Funds and \$616,000 from the General Fund, which is 0.4% of the adjusted General Fund budget. This funding strategy has been discussed with the Town's Financial Advisor and there is no expectation that it will have an adverse impact to the Town's AAA Bond Rating.

## **Water & Sewer Enterprise Funds**

The Town recently contracted with Woodard & Curran for the purposes of conducting a comprehensive water & sewer rate study. The study will include the development of a rate structure that is designed to provide for the maintenance of operations and capital investments in facilities and infrastructure. The study is expected to be completed in March and will inform discussions regarding the FY 2017 rates.

## **Sustainability & Energy Conservation**

FY 2017 begins a five year plan to increase efficiencies in our heating, ventilation, and air conditioning (HVAC) systems in both Town and School facilities. The Town has identified several areas where the organization can capitalize on investments. The Town is replacing older pumps and fans with high efficiency, variable speed drives that will conserve energy and reduce costs. Additionally, the Town is making significant investments by upgrading pipe insulation where necessary to reduce strain on the system and preserve heat once it is created by the system. The use of pneumatics for heating controls is an outdated practice. A major project in FY 2017 will be to remove the pneumatic system at Andover High School which relies on air compressors and miles of tubing throughout the school to open and close valves, and replace the system with digital controls that will provide for remote monitoring and management.

The use of steam heating systems is also now outdated, inefficient, out of balance, and requires significant maintenance. Andover only has a few buildings still using steam boilers, which are all nearing the end of their useful lives. The Town will begin the conversion process with a detailed design phase in FY 2017 for the West Elementary School. Lastly, the Town has installed Demand Controlled Ventilation systems in many School and Town buildings and will continue working to implement these systems in FY 2017. Demand Control allows staff to constantly monitor oxygen levels and adjust fresh air intake to keep our building occupants comfortable and healthy. By knowing the actual oxygen levels we can avoid wasting energy by heating up outside air when it is not needed, and can increase outside air volume when it is needed.

These investments are consistent with the Town's commitment to energy conservation and the associated opportunity to reduce costs related to managing energy consumption in Town and School buildings.

### **Capital Improvement Program & Expanding Capital Capacity**

The Town Manager's Recommended Capital Improvement Program for FY 2017 totals \$16,492,000. The following revenue sources provide the funding for the projects:

▪ General Fund Revenue	\$ 3,440,000
▪ General Fund Borrowing	\$ 4,625,000
▪ Use of Free Cash	\$ 3,450,000
▪ General Fund Exempt Borrowing	\$ - 0 -
▪ Special Dedicated Funds	\$ 1,664,000
▪ Water and Sewer Enterprise Funds	<u>\$ 3,313,000</u>
 Total Recommendation	 \$16,492,000

The recommendations included in the FY 2017 Capital Budget are consistent with those included in the CIP document that was released on October 31, 2015 with the exception of increases in the recommended appropriation from General Fund Revenue (Capital Project Fund) and from Free Cash. The adjustments are consistent with the recommendation made to and affirmatively voted on by the Board of Selectmen to permanently expand the Town's capital capacity by redirecting a portion of the Town's existing excess levy capacity. Subsequently, this will provide the Town with the opportunity to increase the non-exempt capital appropriation from 5.07% to 5.7% of the adjusted General Fund budget.

As I noted in the CIP transmittal letter, the Town needs to work towards developing an annual spending target for capital that is sustainable and provides capacity within the limitation of Proposition 2 ½. This will provide the Town with the opportunity to fund projects within the levy limit that otherwise would require a debt exclusion override. Increasing the spending target to 5.7% is a step in the right direction towards reaching a goal of 7%. The corresponding impact will be reflected in the recommended budget through the inclusion of a financing proposal to move Town Yard and build a new Municipal Services Facility within the limitations of

Proposition 2 ½. The chart below provides information relating to the calculation used to develop the capital spending target.

	FY 2016 Budget	FY 2017 Recommended Budget
Total Revenue	\$172,882,017	\$177,926,592
Less Exempt Debt	(\$4,304,090)	(\$3,597,424)
Less Water/Sewer Enterprise	(\$12,193,000)	(\$12,615,785)
Less Water/Sewer Reserves & Articles	(\$855,000)	(\$1,163,000)
Less Water/Sewer Reserves Operating	(\$766,767)	(\$844,636)
Less Free Cash	(\$4,893,083)	(\$3,718,000)
<b>Adjusted Revenue Budget</b>	<b>\$149,870,077</b>	<b>\$155,987,747</b>
	FY 2016 Budget	FY 2017 Projected Budget
Capital Projects from Taxation	\$2,450,000	\$3,440,000
Non - Exempt Debt	\$5,148,405	\$5,468,925
Total Non - Exempt Capital Outlay	\$7,598,405	\$8,908,925
<b>Non - Exempt Capital as % of Adjusted Budget</b>	<b>5.07%</b>	<b>5.71%</b>

### **Municipal Services Facility Recommended Financing Plan**

Moving forward with a Town Yard project has continued to be a priority of the Town and the Board of Selectmen for the past decade. As the years pass, preliminary cost projections have indicated that project costs are escalating at a rate of approximately \$400,000-\$500,000 per year.

In determining an appropriate site to build a new Municipal Services Facility considerations included potential impacts to abutters, adequate space to build a facility that meets current and future needs and the ability to effectively run the operations of the department from the new location. As part of that process, it was determined that 5 Campanelli Drive is the most appropriate and cost effective site to relocate Town Yard and to construct a new facility. As part of the financing plan to move this project forward and the overall program associated with relocating the Municipal Services Department's operations, this budget is reflective of three recommendations that I plan to request that Town Meeting take action on. The recommendations are as follows:

- 1.) Town Meeting vote to appropriate \$2,250,000 from Free Cash to purchase 5 Campanelli Drive. This would leave a Free Cash balance of \$1 million after funding the four other projects that have been recommended to be funded from Free Cash.
- 2.) Town Meeting vote to support sending a Home Rule Petition to the Legislature that will establish a Municipal Services Facility Mitigation Fund for the purposes of using certain and specific revenues from the future use of the site of the current Town Yard (11 Lewis Street) to mitigate the financial impact of constructing a new facility at 5 Campanelli Drive.
- 3.) Town Meeting vote to appropriate \$900,000 from General Fund Taxation (Capital Projects Fund) to fund the design and engineering phase of the Municipal Services Facility Project. The capital capacity (\$900,000) associated with funding the design



phase in FY 2017 will be shifted from General Taxation to Non-Exempt Debt Service in FY 2018. This will offset the costs associated with the construction phase of the project and allow the overall project to be funded within the levy and limitations of Proposition 2 ½ and will not require a debt exclusion vote. The phased approach to funding design prior to construction is considered a best practice in capital budgeting. Through the design and engineering phase, the Town will be able to have a higher degree of certainty with regard to actual construction costs and prepare a bond authorization accordingly. It should be noted that the financing plan does not include the use of anticipated revenues from the sale or redevelopment of 11 Lewis Street. This concept is illustrated in the chart below.

Municipal Services Facility Financing Plan					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Fund Taxation (Design Phase)	\$900,000				
Non-Exempt Debt Service (Construction Phase)		\$900,000	\$900,000	\$900,000	\$900,000

## Other Capital Improvement Program Highlights

### Capital Project Fund

In addition to the \$900,000 recommended to fund the design phase of the new Municipal Services Facility, the recommendation for the Capital Project Fund is \$2,540,000 from General Fund Revenues for a total of \$3,440,000. The recommendation for funding Town requests is \$2,320,000 and \$1,120,000 for School Department requests. Funding is being recommended for vehicle replacement, department projects and for Town and School facility repairs and improvements. It should be recognized that funding for school building repairs and improvements is being recommended with a significant emphasis on Andover High School, the flagship of the Town's facilities. The recommended funding in the CIP will address longstanding needs at the High School that will result in improving the appearance and functionality of the facility and ultimately enhance the experience of its students.

### Free Cash

The recommendation for the use of Free Cash as a funding source for capital projects is \$3,450,000. This represents 71.2% of the certified Free Cash balance and will leave a balance of \$1,125,241, the highest balance prior to Town Meeting since 2012. It is important to note that the Department of Revenue (DOR) does not recommend the use of Free Cash to supplement operations, however, has determined that it is appropriate to use for capital projects/improvements. In addition to the purchase of 5 Campanelli Drive, the recommended projects to be funded from Free Cash include technology upgrades in the School Department, Town & School energy initiatives and the installation of lighting at the new Deyermund Fields.

### General Fund Borrowing

General Fund Borrowing includes five projects totaling \$4,625,000 for FY 2017. The sum of \$2,000,000 is recommended for replacement of the façade at the Collins Center. This

project is the result of an unanticipated failure of the existing façade which is currently being held in place by temporary measures. Additionally, \$500,000 is recommended to replace the turf on Lovely Field which has exceeded its useful life. It is also recommended that \$575,000 be authorized to replace Engine 4 which is currently housed at the Ballardvale Fire Station. The replacement of Engine 4 has been deferred for several years as a result of the uncertainty of the future of the Ballardvale Fire Station. The current Engine 4 will reach twenty years of service in 2016 and will have exceeded its useful life as a frontline piece of firefighting apparatus. An authorization of \$350,000 is being requested to fund the replacement of Municipal Services – DPW Vehicles. Town and School major projects are recommended at \$700,000 and \$500,000 respectively.

### **Special Dedicated Funds**

There are only two projects being recommended in the Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.89M. In accordance with the funding program approved two years ago, it is recommended that a portion of the cable television franchise fees received from Comcast and Verizon be used to fund the Annual P.C. Replacement/Lease Program. The sum of \$275,000 is recommended from the Cable Fund.

### **Water and Sewer Enterprise Fund**

The Water and Sewer Enterprise Fund has five recommended projects for FY 2017 totaling \$3,313,000. This year it is recommended that \$1.5M be appropriated for the continuation of the major water main replacement program. The sum of \$250,000 is recommended for the replacement of granular activated carbon (GAC) in two filter units at the Water Treatment Plant. \$1.45M is being recommended for the extensive repair and rehabilitation of the Prospect & Wood Hill Water Storage Tanks. The Municipal Services Department has indicated that the repair and rehabilitation of both tanks is the most significant priority of the Water Division. Additionally, \$33,000 is recommended for the replacement of Water & Sewer Division Vehicles and \$80,000 for the replacement of the Water Treatment Plant's original single pane windows.

### **Communications and Transparency**

FY 2017 will mark a new era as the Town moves forward with enhancing our approach to communication and reinforcing our commitment to becoming a more transparent organization. The Town is currently in the process of rebuilding its website which will provide residents, businesses and visitors with the opportunity to interact with the Town and access and receive information in a way that has not been available in the past. As we move forward towards a target launch date in Summer/Fall of 2016, the Town is in the process of developing a transparency platform that will provide those interested with access to Town financial information; including salary detail, vendor information and general ledger transactions. The Town recently signed a Community Compact with the Commonwealth of Massachusetts to provide technical assistance in developing the Town's transparency and data applications.

## Conclusion

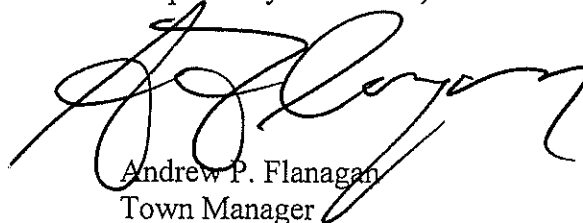
We remain committed to meeting the expectations of Andover residents. The FY 2017 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. The Administration and Senior Management Team will continue to work collaboratively develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

The release of this document will mark the beginning of a process in which additional information will become available over the coming months that will potentially require adjustments to operating and/or capital budgets prior to Town Meeting. I look forward to discussing the recommendations contained herewith with the appropriate Boards and Committees over the next several months.

I would like to thank the Board of Selectmen for its leadership and policy direction as it relates to the development of the FY 2017 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. As I developed my first budget as Andover's Town Manager, their input and institutional knowledge of their departments and the organization proved to be invaluable. I would like to thank Superintendent of Schools Sheldon Berman and Assistant Superintendent of Finance and Administration Paul Szymanski for their continued willingness to collaborate throughout the budget process. I want to recognize Executive Assistant Wendy Adams and Executive Secretary Christine Barraford for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Finance Director Donna Walsh and Purchasing Agent Tom Watkins who worked nights and weekends to prepare and ensure the quality of this document.

Lastly, this year's budget document includes two new sections, a Citizen's Guide to the Budget and a Glossary of Terms that I hope will be helpful to residents and others who are interested in learning more about the budget and Town finances.

Respectfully Submitted,

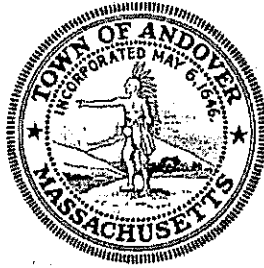


Andrew P. Flanagan  
Town Manager



# FY2017 EXECUTIVE BUDGET SUMMARY

# EXECUTIVE BUDGET SUMMARY



## THE OVERALL BUDGET

The FY-2017 Town Manager's Recommended Budget totals \$177,926,592. This sum represents a \$5,044,575 or 2.91% increase over the FY-2016 final Approved Budget of \$172,882,017. The sum of \$167,521,027 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$11,791,328 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

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## TOWN DEPARTMENTS

The FY-2017 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$38,437,389. This represents a \$1,112,089 or 2.98% increase over the FY-2016 appropriation of \$37,325,300. This budget recommendation includes Personal Services and Operating Expenses for all Town departments. The FY-2017 Recommended Budgets for the Water and Sewer Enterprises are \$4,926,089 and \$2,673,899 respectively.

## **SCHOOL DEPARTMENT**

The Town Manager's FY-2017 Recommended Budget for the School Department is \$75,480,829. This sum represents a \$2,184,238 or 2.98% increase over the FY-2016 appropriation of \$73,296,591. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Board of Selectmen prior to the 2016 Annual Town Meeting in May. A summary of the School Department budget is included in the School Budget section herein.

### **FIXED COSTS AND OBLIGATIONS**

- **Regional High Schools.** For FY-2017, the sum of \$540,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex Agricultural and Technical High School. This is a preliminary estimate and will change when the two Regional School Committees vote on their appropriations in the coming months.
- **Debt Service.** The sum of \$14,790,395 is recommended for Debt Service in FY-2017. The debt service for several School Building projects and the Public Safety Center is financed through Proposition 2½ debt exclusions. Most of the decrease in the FY-2017 amount is due to a final payment for school exempt debt made in FY-2016. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges.
- **Employee Health Insurance.** The sum of \$18,416,609 is recommended for FY-2017. This figure provides for an 8% potential rate increase, as well as for an additional number of new subscribers and retirees in FY-2017. It also includes the health insurance for retired teachers, which was previously provided by the state Group Insurance Commission (GIC). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

- **Retirement Fund.** The sum of \$8,568,835 is recommended for FY-2017. This appropriation represents a \$622,820 or 7.8% increase over FY-2016. It reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2032. The retirement system will undergo its next bi-annual actuarial update as of January 1, 2016, which will provide updated cost projections going forward. The results of the updated report will determine the appropriation levels for FY-2018 & FY-2019.

### **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Projects Fund appropriation for FY-2017 totals \$3,440,000 and the appropriation for non-exempt debt is \$8,908,925, which includes debt service associated with \$4,625,000 of new general fund borrowing. The FY-17 combined capital appropriation is based on allocating 5.7% of the adjusted General Fund budget to this purpose. A summary of the proposed FY-2017 CIP is included in the back of this document.

### **WARRANT ARTICLES & OFFSET EXPENDITURES**

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$5,330,147 for FY-2017. Offset Expenditures are proposed at \$2,147,000 to be funded through a combination of Offset Local Revenues and Other Available Funds.

### **REVENUES**

At this time it is projected that the total revenue and other funding sources available and recommended for the FY-2017 Budget is \$177,926,592. Property taxes account for 74.8% of the Town's total revenue sources available to fund the FY-2017 budget. Local revenues sources account for 10.8% of the budgeted revenues, while State Aid contributes 7.1%, and

Water and Sewer receipts 7.3%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

- **Property Taxes.** FY-2017 Property Taxes are recommended at \$129,599,893. This is a 5.0% increase over the FY-2016, and includes \$321,162 in unused levy capacity. There is also an additional \$3.6 million of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$1,800,000 for FY-2017, representing a five-year average.
- **State Aid.** The sum of \$12,557,155 is included in revenues to reflect Andover's estimated State Aid for FY-2017. This reflects a \$213,387 or 1.7% decrease over the Town's FY-2016 State Aid of \$12,770,542. The decrease in State Aid is attributable to the final payment from the Massachusetts School Building Authority (MSBA). FY-2017 State Aid revenue, net of the MSBA receipts, is increasing by \$195,866 or 1.7% over FY-2016.
- **Local Revenues.** Local revenues are projected at \$12,684,000 for FY-2017. This figure includes \$1,882,000 of departmental retained receipts used to offset their budgets. The Local Revenue figure reflects modest up-ticks in several categories to due to additional activity in licenses and permits and motor vehicle excise taxes.
- **Water and Sewer Enterprise Funds.** The Water and Sewer Enterprise revenues and transfers are projected at \$12,915,785 for FY-2017.
- **Free Cash.** The Town's Free Cash that will be available for the 2016 Annual Town Meeting is \$4.8 million. The Recommended FY-2017 Budget proposes to appropriate \$3,718,000 from Free Cash into the following accounts: \$3.45 million for capital projects and \$268k to the Bond Premium Stabilization Fund. There is no use of Free Cash being proposed to support operating budgets.



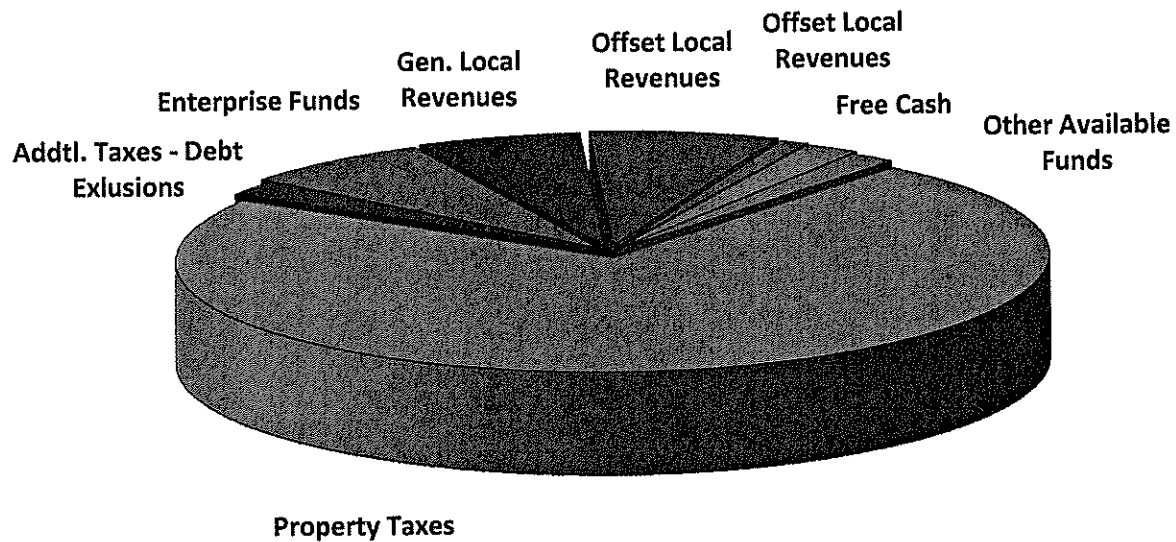
# Total FY17 Recommended Budget Summary

2/5/2016

<b><u>REVENUES</u></b>	<b><u>FY2016 Approved</u></b>	<b><u>FY2017 TM Rec.</u></b>	<b><u>\$ Change</u></b>	<b><u>% Change</u></b>
Property Taxes	\$123,392,381	\$129,599,893	\$6,207,512	5.03%
Addtl. Taxes - Debt Exclusion	\$4,304,490	\$3,597,424	(\$707,066)	-16.43%
State Aid	\$12,770,542	\$12,557,155	(\$213,387)	-1.67%
General Local Revenues	\$10,405,050	\$10,802,000	\$396,950	3.81%
Water & Sewer Enterprises	\$12,193,000	\$12,915,785	\$722,785	5.93%
Offset Dept Revenues	\$2,113,000	\$1,882,000	(\$231,000)	-10.93%
Other Avail. Funds - Budget	\$596,438	\$750,561	\$154,123	25.84%
Other Avail. Funds - Articles	\$2,214,033	\$2,103,774	(\$110,259)	-4.98%
Free Cash	<u>\$4,893,083</u>	<u>\$3,718,000</u>	<u>(\$1,175,083)</u>	<u>-24.02%</u>
	<b>\$172,882,017</b>	<b>\$177,926,592</b>	<b>\$5,044,575</b>	<b>2.92%</b>

<b><u>EXPENSES</u></b>	<b><u>FY2016 Approved</u></b>	<b><u>FY2017 TM Rec.</u></b>	<b><u>\$ Change</u></b>	<b><u>% Change</u></b>
School Department	\$73,296,591	\$75,480,829	\$2,184,238	2.98%
Town Departments	\$37,325,300	\$38,437,389	\$1,112,089	2.98%
Health Insurance & RMTs	\$17,052,416	\$18,416,609	\$1,364,193	8.00%
Debt Service	\$15,535,651	\$14,790,395	(\$745,256)	-4.80%
Retirement	\$7,946,015	\$8,568,835	\$622,820	7.84%
Water & Sewer	\$7,229,676	\$7,899,988	\$670,312	9.27%
Other Obligations	\$3,379,658	\$3,712,400	\$332,742	9.85%
Capital Projects Fund	\$2,450,000	\$3,440,000	\$990,000	40.41%
Offset Expenditures	\$2,378,000	\$2,147,000	(\$231,000)	-9.71%
Warrant Articles	<u>\$6,288,710</u>	<u>\$5,033,147</u>	<u>(\$1,255,563)</u>	<u>-19.97%</u>
	<b>\$172,882,017</b>	<b>\$177,926,592</b>	<b>\$5,044,575</b>	<b>2.92%</b>

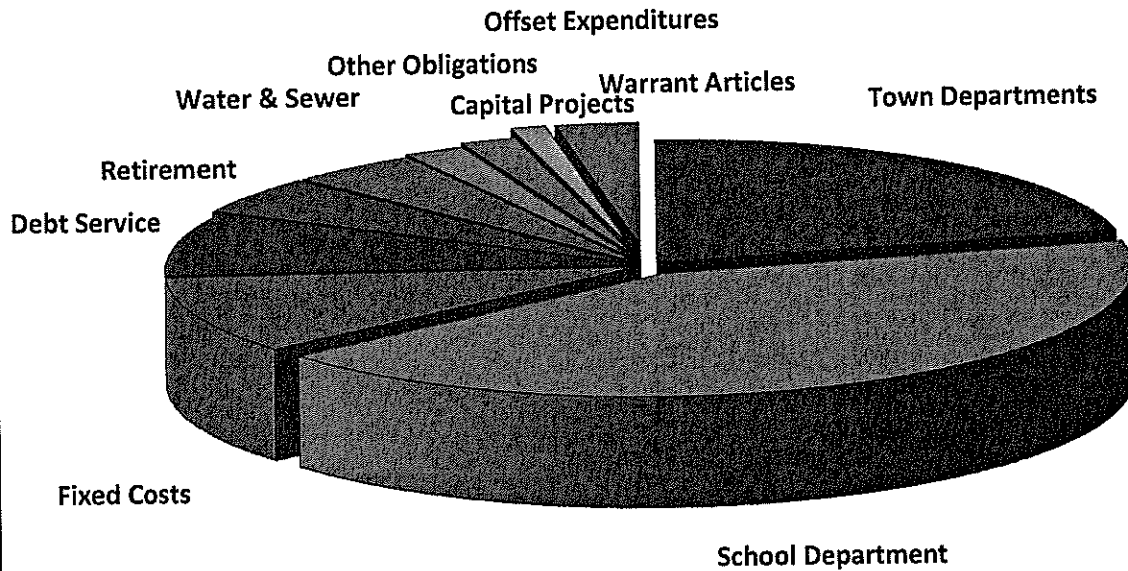
## SOURCES OF FUNDS - FY2017



## FY17 REVENUES - 2/5/16

Property Taxes	\$129,599,893	72.8%
Addtl. Taxes - Debt Exclusions	\$3,597,424	2.0%
Enterprise Funds	\$12,615,785	7.1%
Gen. Local Revenues	\$10,802,000	6.1%
State Aid	\$12,557,155	7.1%
Offset Local Revenues	\$1,882,000	1.1%
Free Cash	\$3,718,000	2.1%
Other Available Funds	<u>\$3,154,335</u>	1.7%
	<b>\$177,926,592</b>	<b>100.0%</b>

## USES OF FUNDS - FY2017



## FY17 EXPENSES - 2/5/16

Town Departments	\$38,437,389	21.6%
School Department	\$75,480,829	42.4%
Health Insurance	\$18,416,609	10.4%
Debt Service	\$14,790,395	8.3%
Retirement	\$8,568,835	4.8%
Water & Sewer	\$7,899,988	4.4%
Other Obligations	\$3,712,400	2.1%
Capital Projects	\$3,440,000	1.9%
Offset Expenditures	\$2,147,000	1.2%
Warrant Articles	<u>\$5,033,147</u>	2.8%
	<b>\$177,926,592</b>	<b>100.0%</b>

## **OTHER APPROPRIATION ARTICLES**

The following Town Meeting Warrant Articles represent proposed appropriations, in addition to the Operating Budget and Capital Projects Fund appropriations, which will have a financial impact in the current, next or future fiscal years, and do not include transfers from previously approved appropriations. These articles can be submitted by Town Departments, Boards, Commissions or by private citizen petition. If approved at the Annual Town Meeting, these articles will be funded from free cash, taxation, borrowing, enterprise reserves, or other available funds.

### **From Free Cash**

Supplemental Appropriations – FY2016 Budget	?
Free Cash for the FY2017 Budget	\$0
Appropriation to the Bond Premium Stabilization Fund	\$268,000
Appropriations to fund four capital requests (IT-2, IT-4, P&F-7, TM-1)	\$1,200,000
Purchase 5 Campanelli Drive for Municipal Services Facility	\$2,250,000

### **From Taxation**

Jerry Silverman Fireworks	\$14,000
Elderly/Disabled Transportation Program	\$12,000
Support for Civic Events	\$5,000
Annual Computer Replacement Program Software	\$119,007

### **From General Fund Borrowing**

Public Works Vehicles - Large	\$350,000
Fire Apparatus Replacement – Engine 4	\$575,000
Town Building & Facility Maintenance	\$700,000
School Building Maintenance & Renovation	\$500,000
School Turf Field Reconstruction	\$500,000
Collins Center Façade Replacement	\$2,000,000

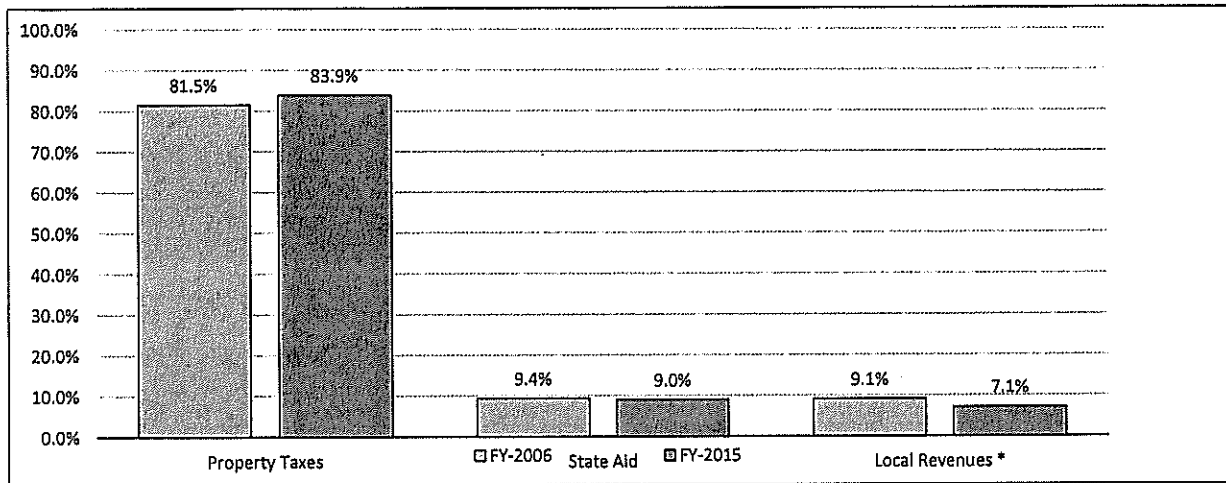
### **From Special Dedicated Funds**

Annual Computer Replacement Program Leases (Cable Franchise Fees)	\$275,000
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000

### **From Water & Sewer Enterprise Funds**

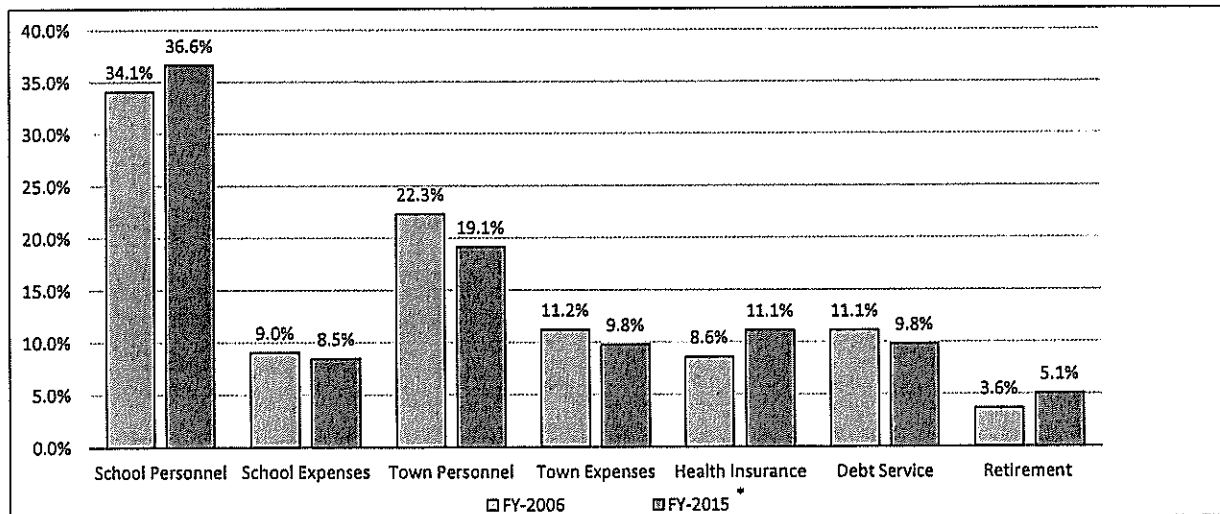
Water & Sewer Vehicles (Water Reserves)	\$33,000
Water Main Replacement Projects (Water Borrowing)	\$1,000,000
Water Main Replacement Projects (Water Reserves)	\$500,000
Water Storage Tank Rehabilitation (Water Borrowing)	\$1,450,000
Water Treatment Plant GAC Replacement (Water Reserves)	\$250,000
Water Treatment Plant Window Replacement (Water Reserves)	\$80,000
Water Treatment Plant Maintenance (Water Reserves)	\$300,000

## 10 Year Proportional Change to Major Gen. Fund Revenues FY-2006 - FY-2015



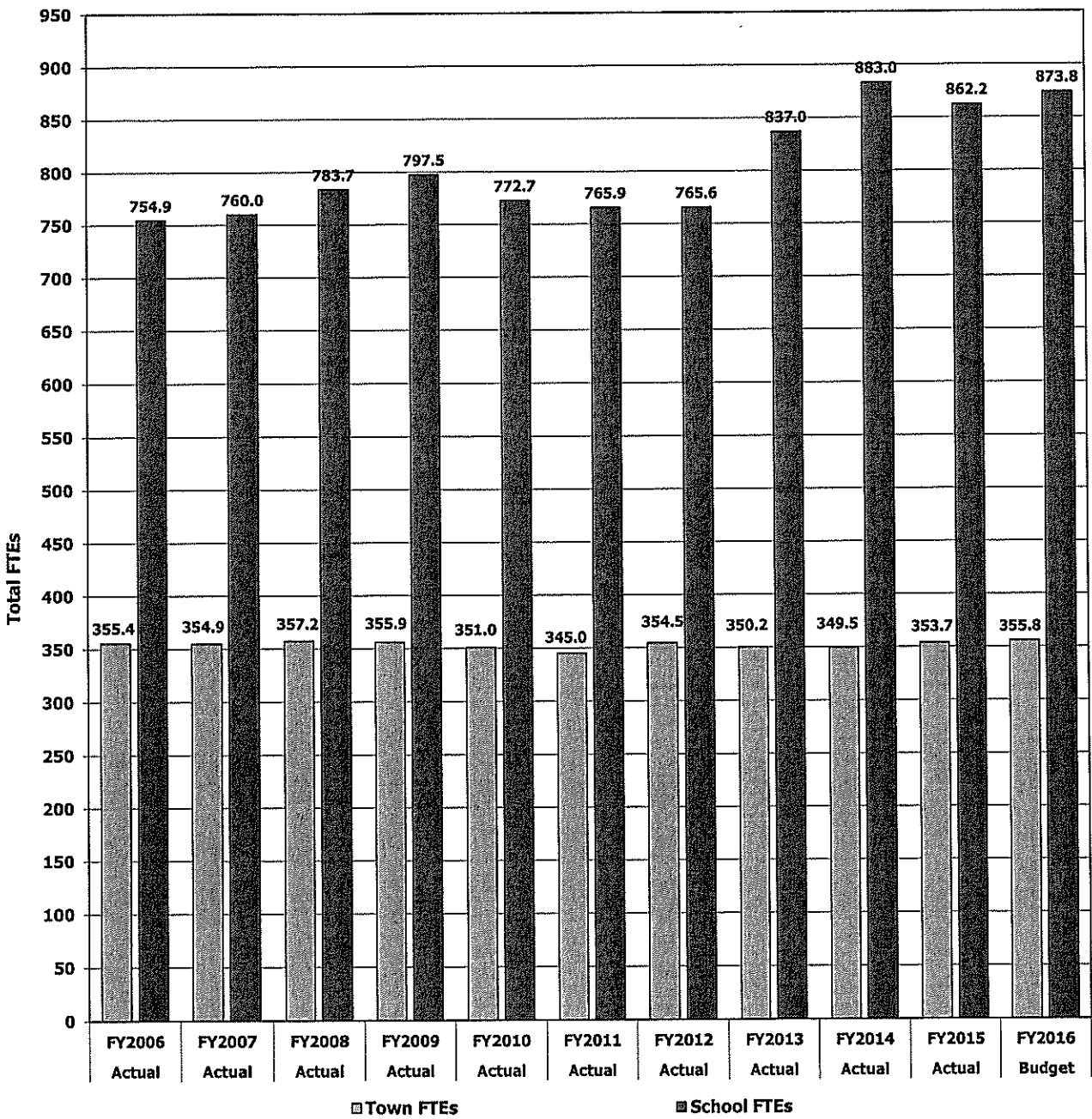
Major Gen. Fund Revenues	FY-2006	Pct. %	FY-2015	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$85,099,315	81.5%	\$117,795,354	83.9%	\$32,696,039	38.4%	\$3,269,604	3.8%
State Aid	\$9,799,758	9.4%	\$12,617,767	9.0%	\$2,818,009	28.8%	\$281,801	2.9%
Local Revenues *	<u>\$9,500,285</u>	9.1%	<u>\$10,027,000</u>	7.1%	<u>\$526,715</u>	5.5%	<u>\$52,672</u>	0.6%
<i>* Including Dept. Offset Receipts</i>	\$104,399,358	100.0%	\$140,440,121	100.0%	\$36,040,763		\$3,604,076	

## 10 Year Proportional Change to Major Gen. Fund Expenditures FY-2006 - FY-2015



Major G.F. Expenditures	FY-2006	Pct. %	FY-2015	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$37,097,316	34.1%	\$57,594,012	36.6%	\$20,496,696	55.3%	\$2,049,670	5.5%
School Expenses	\$9,836,015	9.0%	\$13,310,440	8.5%	\$3,474,425	35.3%	\$347,443	3.5%
Town Personnel	\$24,310,554	22.3%	\$30,103,896	19.1%	\$5,793,342	23.8%	\$579,334	2.4%
Town Expenses	\$12,205,536	11.2%	\$15,373,664	9.8%	\$3,168,128	26.0%	\$316,813	2.6%
Health Insurance *	\$9,347,000	8.6%	\$17,500,000	11.1%	\$8,153,000	87.2%	\$815,300	8.7%
Debt Service	\$12,111,907	11.1%	\$15,443,133	9.8%	\$3,331,226	27.5%	\$333,123	2.8%
Retirement	<u>\$3,961,248</u>	<u>3.6%</u>	<u>\$7,946,015</u>	<u>5.1%</u>	<u>\$3,984,767</u>	100.6%	<u>\$398,477</u>	10.1%
<i>* Including RMTs in GIC</i>	\$108,869,576	100.0%	\$157,271,160	100.0%	\$48,401,584		\$4,840,158	

## Town & School Employees (FTEs) FY2006 - FY2016



	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Budget FY2016	Budget FY2017	Actual 10-Yr FTE Change
Town FTEs	355.4	354.9	357.2	355.9	351.0	345.0	354.5	350.2	349.5	353.7	355.8	357.3	0.4
School FTEs	754.9	760.0	783.7	797.5	772.7	765.9	765.6	837.0	883.0	862.2	873.8	889.1	118.9
Total FTEs	1,110.3	1,114.9	1,140.9	1,153.4	1,123.7	1,110.8	1,120.1	1,187.2	1,232.5	1,215.9	1,229.6	1,246.4	119.3

## STATE AID and ASSESSMENTS

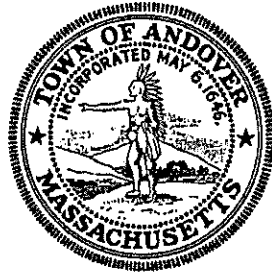
	FINAL FY2012	FINAL FY2013	FINAL FY2014	FINAL FY2015	FINAL FY2016	ESTIMATE FY2017
<b><u>STATE AID</u></b>						
Chapter 70 Education Aid	6,928,057	7,950,343	8,465,632	9,042,864	9,191,614	9,311,214
School Construction Reimb SBAB	1,551,447	1,551,447	1,551,356	1,551,356	1,551,356	1,142,103
Charter Tuition Assessment Reimbursement	1,786	8,256	12,667	21,637	4,465	11,918
Reserved for School Lunch and Libraries	65,349	64,413	69,728	77,836	46,140	45,386
State Owned Property	196,191	196,254	200,144	210,663	210,663	208,938
Exemptions/Vet,Blind,Surviving Spouse	46,176	44,016	44,385	42,050	41,306	41,767
Veterans Benefits	74,068	74,459	86,459	81,374	77,771	77,771
General Government Aid	1,402,081	1,511,358	1,547,083	1,589,987	1,647,227	1,718,058
<b>TOTAL</b>	<b>10,265,155</b>	<b>11,400,546</b>	<b>11,977,454</b>	<b>12,617,767</b>	<b>12,770,542</b>	<b>12,557,155</b>

	FINAL FY2012	FINAL FY2013	FINAL FY2014	FINAL FY2015	FINAL FY2016	ESTIMATE FY2017
<b><u>ASSESSMENTS</u></b>						
Retired Teachers Health Insurance *	1,914,379	1,954,609	2,235,835	214,134	-	-
Mosquito Control Projects	108,630	114,084	115,646	116,017	116,150	128,144
Air Pollution Districts	12,225	12,490	13,059	13,129	13,272	13,604
RMV Non-Renewal Surcharge	34,600	35,400	34,760	36,740	36,740	36,740
MBTA	56,525	85,343	78,730	51,749	58,657	35,280
Merrimack Valley Regional Transit Authority	152,939	130,460	138,792	170,867	167,309	192,075
Special Education	13,389	13,834	14,384	14,395	15,792	15,792
School Choice Sending Tuition	10,000	5,000	5,000	6,700	25,326	29,100
Charter School Sending Tuition	25,228	43,895	47,613	77,765	83,937	198,088
Essex Tech Inst. Sending Tuition **	98,175	87,325	125,532	-	-	-
<b>TOTAL</b>	<b>2,426,090</b>	<b>2,482,440</b>	<b>2,809,351</b>	<b>701,496</b>	<b>517,183</b>	<b>648,823</b>

**NET STATE AID**      7,839,065      8,918,106      9,168,103      11,916,271      12,253,359      11,908,332

\* - Retired Teachers part of Town Health Program as of 9/1/14

\*\* - Essex Tech Inst Sending Tuition Billed Directly to Town as of 7/1/14



# OPERATING BUDGET REQUESTS FY2017



**ARTICLE 4  
FY2017  
OPERATING BUDGET**

2/5/16

LINE	DEPARTMENT	EXPENDED FY2014	EXPENDED FY2015	BUDGET FY2016	TM REC FY2017
ITEM					
	<u>PUBLIC SAFETY</u>				
1	PERSONAL SERVICES	13,281,815	14,379,487	14,014,669	14,327,319
2	OTHER EXPENSES	<u>1,469,303</u>	<u>1,460,231</u>	<u>1,590,676</u>	<u>1,617,864</u>
	TOTAL	14,751,118	15,839,718	15,605,345	15,945,183
<i>Includes \$210,000 Parking Receipts; \$75,000 Detail Fees; and \$1,250,000 Ambulance Collections</i>					
	<u>GENERAL GOVERNMENT / IT / CD&amp;P</u>				
3	PERSONAL SERVICES	5,194,308	5,293,948	5,506,687	5,742,901
4	OTHER EXPENSES	<u>1,837,202</u>	<u>1,818,580</u>	<u>2,029,073</u>	<u>2,035,854</u>
	TOTAL	7,031,510	7,112,528	7,535,760	7,778,755
<i>Includes \$25,000 Wetland Filing Fees</i>					
	<u>MUNICIPAL SERVICES (DPW/P&amp;F)</u>				
5	PERSONAL SERVICES	4,727,341	4,980,229	5,187,649	5,228,929
6	OTHER EXPENSES	<u>5,679,810</u>	<u>6,422,457</u>	<u>5,645,309</u>	<u>5,927,979</u>
	TOTAL	10,407,151	11,402,686	10,832,958	11,156,908
<i>Includes \$52,000 Rental Receipts, \$46,000 Cemetery Revenue and \$8,000 AYF Gift</i>					
	<u>LIBRARY</u>				
7	PERSONAL SERVICES	1,907,903	1,979,611	2,011,983	1,996,922
8	OTHER EXPENSES	<u>610,792</u>	<u>620,038</u>	<u>669,359</u>	<u>671,575</u>
	TOTAL	2,518,695	2,599,649	2,681,342	2,668,497
	<u>COMMUNITY / YOUTH / ELDER SERVICES</u>				
9	PERSONAL SERVICES	1,273,316	1,302,551	1,378,547	1,389,478
10	OTHER EXPENSES	<u>447,769</u>	<u>469,026</u>	<u>519,350</u>	<u>523,570</u>
	TOTAL	1,721,085	1,771,577	1,897,897	1,913,048
<i>Includes \$550,000 and \$38,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i>					
	<u>UNCLASSIFIED</u>				
11	COMPENSATION FUND	-	-	950,000	1,110,000
12	RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>
	TOTAL			1,150,000	1,310,000
	<u>TOWN DEPTS. TOTAL</u>				
	PERSONAL SERVICES	26,384,683	27,935,826	29,049,535	29,795,549
	OTHER EXPENSES	10,044,876	10,790,332	10,653,767	10,976,842
	<i>Less Budgeted Revenues</i>	<u>(1,971,255)</u>	<u>(2,233,755)</u>	<u>(2,378,000)</u>	<u>(2,335,000)</u>
	NET TOTAL	34,458,304	36,492,403	37,325,302	38,437,389

**ARTICLE 4  
FY2017  
OPERATING BUDGET**

2/5/16

LINE DEPARTMENT ITEM	EXPENDED FY2014	EXPENDED FY2015	BUDGET FY2016	TM REC FY2017
<u>ANDOVER SCHOOL DEPT</u>				
PERSONAL SERVICES	56,217,707	57,594,012	59,210,775	60,975,256
OTHER EXPENSES	<u>12,709,886</u>	<u>13,310,440</u>	<u>14,085,816</u>	<u>14,505,573</u>
13 TOTAL	68,927,593	70,904,452	73,296,591	75,480,829

LINE DEPARTMENT ITEM	EXPENDED FY2014	EXPENDED FY2015	BUDGET FY2016	TM REC FY2017
<u>SEWER</u>				
14 PERSONAL SERVICES	285,951	302,826	295,150	297,869
15 OTHER EXPENSES	<u>1,703,832</u>	<u>2,012,226</u>	<u>2,179,900</u>	<u>2,376,030</u>
TOTAL	1,989,783	2,315,052	2,475,050	2,673,899
<u>WATER</u>				
16 PERSONAL SERVICES	1,854,417	1,865,244	1,908,276	1,910,789
17 OTHER EXPENSES	<u>2,772,268</u>	<u>2,571,106</u>	<u>2,846,350</u>	<u>3,015,300</u>
TOTAL	4,626,685	4,436,350	4,754,626	4,926,089
TOTAL	6,616,468	6,751,402	7,229,676	7,599,988

LINE DEPARTMENT ITEM	EXPENDED FY2014	EXPENDED FY2015	BUDGET FY2016	TM REC FY2017
<u>OBLIGATIONS</u>				
18 TECHNICAL SCHOOLS	330,974	456,521	510,000	540,000
19 DEBT SERVICE	12,822,919	14,847,201	15,443,135	14,790,395
20 GENERAL INSURANCE	777,873	774,757	732,553	783,831
21 UNEMPLOYMENT COMP.	275,000	320,000	158,000	160,000
22 RETIREMENT FUND	5,746,224	6,207,276	7,946,015	8,360,984
23 HEALTH INSURANCE FUND *	14,000,000	15,670,957	17,052,416	18,416,609
24 OPEB	<u>325,000</u>	<u>400,000</u>	<u>500,000</u>	<u>616,000</u>
TOTAL	34,277,990	38,676,712	42,342,118	43,667,819
<i>Includes \$479,561 from Cable Funds</i>				

GRAND TOTAL	146,251,610	155,058,724	162,571,687	167,521,027
Less Budgeted Revenues	<u>(2,853,729)</u>	<u>(2,663,648)</u>	<u>(2,703,438)</u>	<u>(2,814,561)</u>
NET TOTAL	143,397,881	152,395,076	159,868,249	164,706,466

# TOWN MODERATOR/SELECTMEN

## Town Moderator

The Town Moderator is elected for a one-year term by the registered voters. The Moderator presides over town meetings and appoints the nine-member Finance Committee.

## Board of Selectmen

The Board of Selectmen is the policy-making body of the Town Government, except as otherwise directed by statutes or by the Town Charter. Registered voters of the Town of Andover elect five individuals who serve as members for three-year terms. The Selectmen appoint the Town Manager, Town Accountant, Zoning Board of Appeals, and Board of Registrars.

### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TOWN MODERATOR</b>						
<b>GENERAL GOVERNMENT</b>						
011141 TOWN MODERATOR SALARY						
5130 PART TIME	250	250	250	250	250	250
TOTAL TOWN MODERATOR SALARY	250	250	250	250	250	250
<b>TOTAL TOWN MODERATOR</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>BOARD OF SELECTMEN</b>						
<b>GENERAL GOVERNMENT</b>						
011221 SELECTMAN SALARIES						
5130 PART TIME	19,800	20,665	19,000	19,000	19,000	19,000
TOTAL SELECTMAN SALARIES	19,800	20,665	19,000	19,000	19,000	19,000
011222 SELECTMAN EXPENSES						
5295 OTHR SVCS	423	3,837	500	500	500	500
5310 OFFICE SUP	25	159	150	150	150	150
5700 UNCLAS EXP	7,523	11,736	4,000	4,000	4,000	4,000
5710 TRAVEL	300	-	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	6,895	7,033	7,500	7,500	7,500	7,500
TOTAL SELECTMAN EXPENSES	15,166	22,765	13,650	13,650	13,650	13,650
<b>TOTAL BOARD OF SELECTMEN</b>	<b>34,966</b>	<b>43,430</b>	<b>32,650</b>	<b>32,650</b>	<b>32,650</b>	<b>32,650</b>

# FINANCE COMMITTEE

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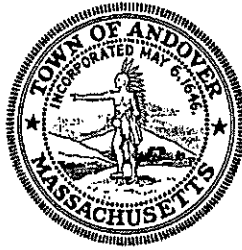
## Finance Committee Description

The Finance Committee is a nine-member volunteer committee appointed by the Town Moderator. The Finance Committee is required by Town bylaw to prepare and mail to each household the Finance Committee's recommendation in the annual budget and other items of financial impact. The Committee also has similar responsibilities for a special town meeting.

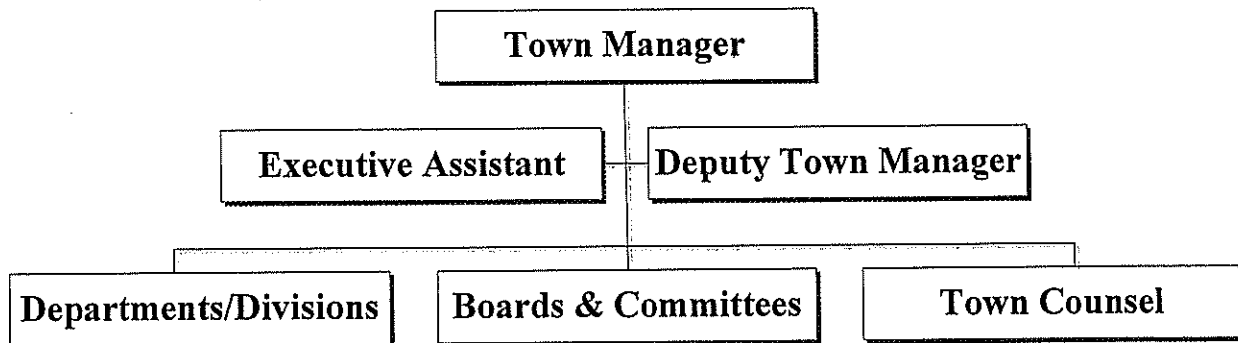
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### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>FINANCE COMMITTEE</b>						
<b>GENERAL GOVERNMENT</b>						
011312 FINANCE COMMITTEE EXPENSES						
5225 POSTAGE	4,613	4,767	6,200	6,200	6,200	6,200
5270 PRINTING	16,852	18,379	20,000	20,000	20,000	20,000
5310 OFFICE SUP	-	4	100	100	100	100
5730 DUES/SUBSCRIPTIONS	553	578	600	600	600	600
<b>TOTAL FINANCE COMMITTEE EXPENSES</b>	<b>22,018</b>	<b>23,728</b>	<b>26,900</b>	<b>26,900</b>	<b>26,900</b>	<b>26,900</b>
<b>TOTAL FINANCE COMMITTEE</b>	<b>22,018</b>	<b>23,728</b>	<b>26,900</b>	<b>26,900</b>	<b>26,900</b>	<b>26,900</b>



# TOWN MANAGER



# TOWN MANAGER

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## Town Manager

The Town Manager is the chief administrator, chief fiscal officer, and chief personnel officer who oversees all town departments. The Manager is responsible for ensuring that the boards, officers and representatives of the Town comply with policy determinations of the Selectmen. The Town Manager appoints and supervises all employees, officers and boards not appointed by the Selectmen or Town Moderator.

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## Mission Statement

To implement the policies established by the Board of Selectmen, to provide the overall administration to the Town's municipal organization, and to foster continuous improvement and customer focused services and programs.

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## FY2017 Objectives

- ♦ To carry out the Board of Selectmen's goals and objectives, and to provide continuous support and guidance in areas of policy analysis, policy implementation, and attainment of the Town's mission, values, and vision.
- ♦ To continue management and/or department consolidation and/or restructuring that result in sustainable savings or service improvements.
- ♦ To work to establish and implement an internal Town Legal Department.
- ♦ To continue to explore outsourcing and/or privatizing opportunities that result in sustainable savings.
- ♦ To oversee the Town's buildings, grounds and infrastructure capital improvement projects, including the Ledge Road Land Fill capping project, etc.
- ♦ To identify the Town's long term capital improvement project capacity, and in doing so, develop an annual spending target for non-exempt capital projects.
- ♦ To establish the framework and composition of a Permanent Town Building Committee.
- ♦ To continue the acquisition of open space and to preserve this natural resource for the enjoyment of our citizens.
- ♦ To work with the School Committee and Administration on the proposed Andover High School Library and Media Center renovation project.
- ♦ To continue to work towards a funding plan for the design, engineering and construction of renovations and additions to the existing Ballardvale Fire Station.
- ♦ To continue to improve the Town's communications and 24/7 E-government to promote enhanced customer service and access to municipal information, including the installation of a new Voice Over IP phone system and launching the new Town website.
- ♦ To work with all appropriate stakeholders on moving forward with the design and construction of a new Town Yard/Municipal Services Facility.
- ♦ To continue to provide outstanding public service by ensuring our employees are well trained in customer service, and by pursuing innovative solutions to the challenges of delivering quality municipal services.
- ♦ To use the results of the 2012 Citizens Survey to improve municipal programs, activities and services in order to meet the current expectations of Andover's residents.
- ♦ To continue to use and refine the Debt Analysis Tool to evaluate the fiscal impact of capital projects against

## TOWN MANAGER

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existing debt, the Town's debt ratio, the impact of delaying debt, and the taxpayers ability to pay.

- ♦ To collect, compile and analyze comparative performance data against other municipalities in Massachusetts and nationwide.
  - ♦ To finalize the purchase of street lights from National Grid and establish and implement a Pilot Program in converting those street lights to LED.
  - ♦ To discuss and adopt the recommendations of the Water/Sewer Rate Study.
  - ♦ To reduce the Town's long-term OPEB liabilities by reviewing and implementing recommendations included in the OPEB report as appropriate.
  - ♦ To implement the "In Lieu of Taxes" program that encourages non- tax paying entities to provide services or PILOT payments to help offset the cost of providing Town services.
  - ♦ To identify and achieve cost savings / cost sharing opportunities with the unions in the next round of collective bargaining negotiations.
  - ♦ To continue the process improvement project with the CD&P boards, committees and staff to improve the permitting approval process for commercial, industrial, and residential permits.
- 
-

# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>		<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>TOWN MANAGER</b>							
	Town Manager	1.0	1.0	1.0	1.0	1.0	175,000
	Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	130,000
J-20	Executive Assistant	1.0	1.0	1.0	1.0	1.0	67,050
	Meeting Recording Secretary						2,000
		3.0	3.0	3.0	3.0	3.0	374,050
<b>TOWN COUNSEL</b>					1.0	1.0	135,000
					1.0	1.0	135,000
<b>TOWN CLERK</b>							
M-1	Town Clerk	1.0	1.0	1.0	1.0	1.0	99,755
I-20	Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	70,908
I-14	Records Specialist	1.0	1.0	1.0	1.0	1.0	56,615
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	56,065
	Unclassified						11,593
		4.0	4.0	4.0	4.0	4.0	294,936
<b>VETERANS SERVICES</b>							
I-20	Director Veterans Services	1.0	1.0	1.0	1.0	1.0	76,568
		1.0	1.0	1.0	1.0	1.0	76,568



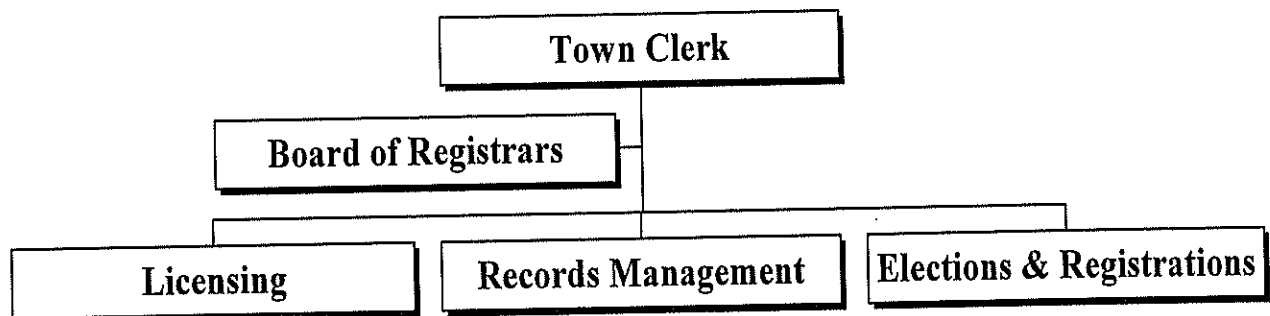
**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TOWN MANAGER GENERAL GOVERNMENT</b>						
011231 TOWN MANAGER SALARIES						
5110 REG WAGES	358,023	394,768	387,433	385,000	372,054	372,054
5120 OVERTIME	2,323	4,523	2,600	2,600	2,600	2,600
5130 PART-TIME	38	-	2,000	2,000	2,000	2,000
5187 RETRO WAGES	6,368	-	-	-	-	-
TOTAL TOWN MANAGER SALARIES	366,752	399,291	392,033	389,600	376,654	376,654
011232 TOWN MANAGER EXPENSES						
5270 PRINTING	2,273	2,220	3,000	2,250	3,000	3,000
5231 TRANSPORTATION ALLOWANCE	-	-	-	4,250	6,000	6,000
5295 OTHR SVCS	7,193	5,827	7,500	7,500	8,000	8,000
5310 OFFICE SUP	1,148	5,434	1,000	1,000	1,000	1,000
5394 SUPPLIES/BOOKS	-	165	200	200	200	200
5710 TRAVEL	4,959	-	4,500	1,000	4,500	4,500
5715 PROFESSIONAL DEVELOPMENT	-	657	-	-	4,000	4,000
5730 DUES/SUBSCRIPTIONS	2,858	3,526	3,300	3,300	3,300	3,300
TOTAL TOWN MANAGER EXPENSES	18,431	17,829	19,500	19,500	30,000	30,000
<b>TOTAL TOWN MANAGER</b>	<b>385,183</b>	<b>417,120</b>	<b>411,533</b>	<b>409,100</b>	<b>406,654</b>	<b>406,654</b>

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TOWN COUNSEL GENERAL GOVERNMENT</b>						
011511 TOWN COUNSEL SALARIES						
5110 REG WAGES	-	-	-	-	135,000	135,000
TOTAL TOWN COUNSEL SALARIES	-	-	-	-	135,000	135,000
011512 TOWN COUNSEL EXPENSES						
5295 OTHR SVCS	445,290	437,370	470,000	470,000	280,000	280,000
5310 OFFICE SUP	-	-	-	-	5,000	5,000
TOTAL TOWN COUNSEL EXPENSES	445,290	437,370	470,000	470,000	285,000	285,000
<b>TOTAL TOWN COUNSEL</b>	<b>445,290</b>	<b>437,370</b>	<b>470,000</b>	<b>470,000</b>	<b>420,000</b>	<b>420,000</b>



# TOWN CLERK



# TOWN CLERK

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## Department Description

Vital record filing (birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificates filings, Town Meeting and Election minutes. Planning Board and Zoning Board of Appeals determinations are filed with the Town Clerk's Office. The Town Clerk's Office publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law and maintains compliance records. A record storage and retention system is in place and organized by this department in accordance with the State's Public Record Retention regulations.

Most of the Town's licensing is initially filed with the Town Clerk's Office and is approved by the Board of Selectmen. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, Motor Vehicles Class I and II among others.

The Town Clerk's Office, along with the Board of Registrars, is responsible for the maintenance of the State's computerized Voter Registration System for the Town. Other related responsibilities are: Town Meeting, Town and State Elections, the registration of voters, maintenance of the Street List and voter list through the yearly mailing of the Town Census, the certification of nomination papers, warrant articles for Town Meeting and all Initiative Petitions.

The Town Clerk is also responsible for the management of Political Campaign Finance Reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Goals of the Town Clerk's Office are:

- To provide an environment where customers feel their needs are our top priority.
- To look for innovative ways to provide consistent quality service to our residents ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for local residents and citizens at large.
- To instill a high level of confidence as to the integrity of the electoral process by providing information and education to the community.
- To provide staff with the training and education necessary for a high level of job satisfaction by utilizing current technology and available resources.
- To foster cooperation and coordination between departments to provide the Town with quality customer service.

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## Mission Statement

To uphold the integrity of the democratic process, to maintain and preserve public records, to foster cooperation and coordination between departments and to act in the best interest of the community and the State by providing innovative, efficient, quality service.

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# **TOWN CLERK**

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## **FY2017 Objectives**

### **ELECTIONS & TOWN MEETINGS**

- To manage the September 2016 State Primary
- To manage the November 2016 State (Presidential) Election
- To manage the Annual Town Election and the Annual Town Meeting.
- To manage any Special Town Meetings or Special Elections which may be called during this fiscal year
- To continue to recruit and train election workers in election procedures, rules and regulations.
- To be proactive in community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficient elections.
- To monitor progress of proposed legislation; be prepared to implement any changes in election laws and procedures.

### **RECORD MANAGEMENT**

- To continue to work with Town offices on our record management program.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics

### **TOWN LICENSING**

- To continue educating and informing the public of licensing obligations and administrative procedures.
- Work with the Town to implement Town wide "View Permit" permitting/licensing system.

### **TRAINING**

- To continue to provide office staff with computer training in data base programs and customer service skills.

### **COMMUNICATIONS**

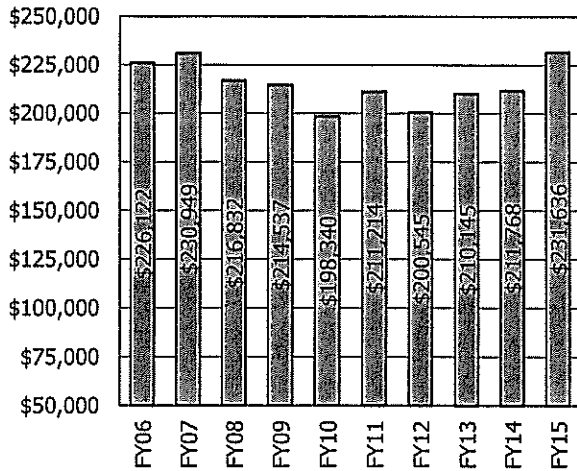
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, cable TV, newsletters and mailings that may be available from time to time.

### **CUSTOMER SERVICE**

- To improve customer service and satisfaction through training, education and customer outreach.

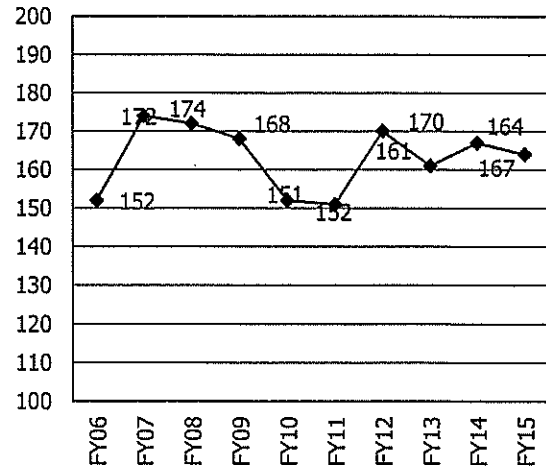
# TOWN CLERK PERFORMANCE STATISTICS

## FEE REVENUES



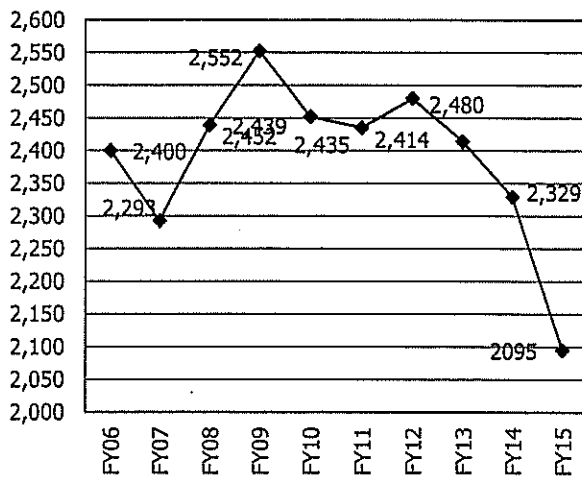
Benchmark (prior 3-yr avg):	\$207,486
Most Recent:	\$231,636
Change from Benchmark:	+\$24,150
Change from Prior Year:	+\$19,958

## BUSINESS CERTIFICATES



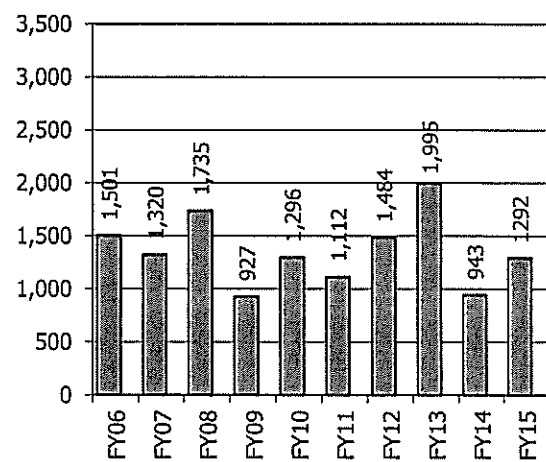
Benchmark (prior 3-yr avg):	166
Most Recent:	164
Change from Benchmark:	-2
Change from Prior Year:	-3

## DOG LICENSES



Benchmark (prior 3-yr avg):	2,408
Most Recent:	2,095
Change from Benchmark:	-313
Change from Prior Year:	-234

## NEW VOTER REGISTRATIONS



Benchmark (prior 3-yr avg):	1,474
Most Recent:	1,292
Change from Benchmark:	-182
Change from Prior Year:	+349

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TOWN CLERK GENERAL GOVERNMENT</b>						
011611 TOWN CLERK SALARIES						
5110 REG WAGES	277,759	283,608	292,366	292,366	294,936	294,936
5120 OVERTIME	3,550	5,454	5,100	5,100	11,360	11,360
5135 PT ELECT	17,081	35,750	33,774	33,774	51,936	51,936
5187 RETRO WAGES	5,086	-	-	-	-	-
TOWN CLERK SALARIES	303,476	324,812	331,240	331,240	358,232	358,232
011612 TOWN CLERK EXPENSES						
5225 POSTAGE	8,575	7,576	13,440	13,440	16,190	16,190
5250 ADVRTSNG	727	1,399	2,000	2,000	3,500	3,500
5270 PRINTING	12,521	13,535	15,475	15,475	16,125	16,125
5271 CREDIT CARD FEES	-	655	1,000	1,000	1,000	1,000
5282 REP-OFF EQ	4,763	3,975	8,200	8,200	9,480	9,480
5295 OTHR SVCS	36,518	39,397	22,420	22,420	28,090	28,090
5310 OFFICE SUP	980	1,987	3,000	3,000	4,000	4,000
5420 OFF EQUIP	86	1,767	1,800	1,800	2,800	2,800
5710 TRAVEL	498	432	2,000	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	370	370	1,066	1,066	1,066	1,066
TOWN CLERK EXPENSES	65,038	71,093	70,401	70,401	84,251	84,251
<b>TOTAL TOWN CLERK</b>	<b>368,514</b>	<b>395,905</b>	<b>401,641</b>	<b>401,641</b>	<b>442,483</b>	<b>442,483</b>

# VETERANS SERVICES DIVISION

## Department Description

The Veterans Services Division provides two distinct Veterans Programs: a benefits program and a service program for Andover's 3,000 veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for needy eligible veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all veterans' graves be properly cared for and decorated. It also provides for proper burial of a veteran with financial assistance provided if necessary. There are over three thousand eight hundred veterans interred within the Town's ten cemeteries. Memorial Day, Veterans Day, September 11th, Flag Day, and other civic/patriotic observances are run by this office.

## Mission Statement

To do whatever is necessary to provide Andover's 3,000 veterans and their families with benefits, entitlements and services whether they be medical, administrative, financial or quality of life.

## FY2017 Objectives

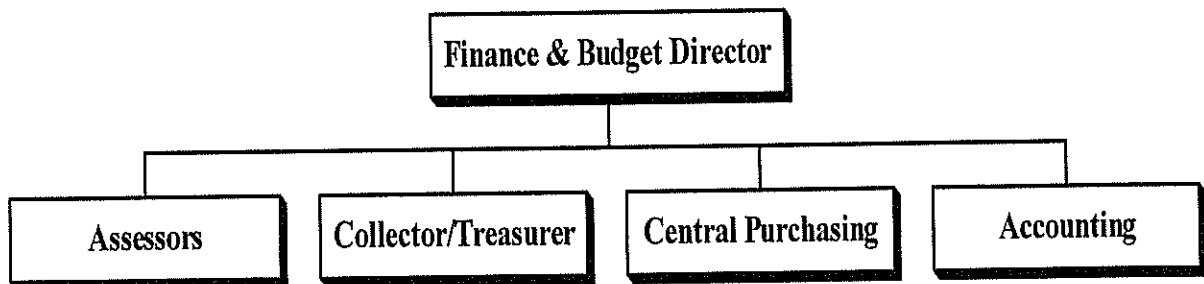
- ♦ To continue to review, update and reconcile veterans' records.
- ♦ To perform out-reach to all veterans and their families in attempts to assist those in need.
- ♦ To continue to raise the community's awareness of veterans' sacrifices through patriotic ceremonies.

### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>VETERANS SERVICES</b>						
<b>GENERAL GOVERNMENT</b>						
015431 VETERANS SERVICES SALARIES						
5110 REG WAGES	76,277	76,277	76,194	76,194	76,568	76,568
5130 PART TIME	5,216	4,495	4,000	4,000	4,000	4,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL VETERANS SERVICES SALARIES</b>	<b>81,493</b>	<b>80,772</b>	<b>80,194</b>	<b>80,194</b>	<b>80,568</b>	<b>80,568</b>
015432 VETERANS SERVICES EXPENSES						
5295 OTHR SVCS	109,574	112,079	130,000	125,000	130,000	130,000
5310 OFFICE SUP	100	96	100	100	100	100
5395 OTH COMM	69	75	75	75	75	75
5710 TRAVEL	1,372	1,537	1,850	1,850	1,850	1,850
5730 DUES/SUBSCRIPTIONS	292	369	400	438	450	450
<b>TOTAL VETERANS SERVICES EXPENSES</b>	<b>111,407</b>	<b>114,156</b>	<b>132,425</b>	<b>127,463</b>	<b>132,475</b>	<b>132,475</b>
<b>TOTAL VETERANS SERVICES</b>	<b>192,900</b>	<b>194,928</b>	<b>212,619</b>	<b>207,657</b>	<b>213,043</b>	<b>213,043</b>



# FINANCE & BUDGET





# FINANCE & BUDGET

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## Department Description

The Finance and Budget Department has four divisions: Administration & Finance, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

### **DIVISION: ADMINISTRATION & FINANCE**

The Administration & Finance Division oversees the operations of the Department and is also responsible for the Town's financial planning and budget preparation.

### **DIVISION: ACCOUNTING**

The Town Accountant's Office is responsible for providing accounting and financial reporting services to all Town Departments, Boards, Commissions and other Regulatory Agencies in accordance with Massachusetts General Laws, Municipal Bylaws, and Generally Accepted Accounting Principles. Responsibilities include processing and maintaining all payroll records; review, process and maintenance of all accounts payable records; preparation and distribution of water and sewer billings; preparation and distribution of accurate and timely financial reports from data in the Town's accounting system; coordinate the completion of the annual independent financial audit; and provide financial research and analysis as requested. Additionally, the Town Accountant, as ex-officio, is a member of the Andover Retirement Board which oversees the retirement program for all retired Town, Andover Housing Authority and School employees (excluding school teachers who retire under the Massachusetts Teachers Retirement System).

### **DIVISION: ASSESSORS**

The Assessors Division is responsible each year for the valuation of real estate and personal property in the Town as well as processing Statutory Tax Exemptions, Tax Abatement Filings, Motor Vehicle Excise Taxes and Sewer Betterments. The three member Board of Assessors is appointed by the Town Manager and reviews all requests for abatements and exemptions.

### **DIVISION: COLLECTOR/TREASURER**

The Collector/Treasurer Division is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts.

In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures. Administrate the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollar For Scholars scholarship fund.

The Parking Clerk is part of the Collector/Treasurer's office. A Deputy Tax Collector comes once a month to act as the Hearing Officer for any related parking ticket issues.

The Collector/Treasurer manages the Town's Debt Service including borrowing funds both short and long term.

### **DIVISION: CENTRAL PURCHASING**

The Central Purchasing Division is responsible for oversight of the Town and School bidding process to ensure compliance with Massachusetts General Laws; contract compliance regarding Andover's Affirmative Action Plan; coordination of insurance and risk management for property and casualty claims for all Town and School departments with the exception of health and personal insurance (which are handled by the Human Resource Department) and oversight of our present insurance company's Rewards Program which helps control and reduce losses along with providing future savings on insurance premiums.

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## Mission Statement

To build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner; and, through a collaboration of team efforts, provide departments and the public with the necessary information to ensure accuracy, accountability, and justification.

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# FINANCE & BUDGET

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## FY17 Objectives

### FINANCE ADMINISTRATION:

- ♦ Provide Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- ♦ Work with the Human Resources office on health insurance programs.
- ♦ Enhance the information and use of the town website for staff, citizens and businesses.
- ♦ Work with the consolidated Information Technology Services department to review and implement any recommendations for financial software improvements.
- ♦ Implement additional financial software modules to increase efficiency and timeliness of reporting financial information

### ACCOUNTING

- ♦ Calculate annual Free Cash in accordance with the Department of Revenue's requirements.
- ♦ Coordinate annual preparation of Tax Rate Recapitulation with the Town Assessor.
- ♦ Compile the data, prepare and submit various state and local financial reports.
- ♦ Prepare the annual audit in accordance with outside independent audit guidelines.
- ♦ Continue with the integration and upgrading of the Town's Financial Management Software system.
- ♦ Work with the Town's Audit Committee and assist them in meeting their responsibilities.
- ♦ Maintain Town Debt Ledgers.
- ♦ Continue to interpret and assist in implementing union contract settlements; monitor to ensure compliance.
- ♦ Prepare and submit Town's portion of the School End-of-Year Report in accordance with DOE requirements.
- ♦ Organize, prepare and submit data for the annual Workers Compensation Audit.
- ♦ Perform annual Health Insurance Audit to ensure accuracy of Town records.
- ♦ Coordinate with Human Resources and the Town Treasurer and prepare direct insurance billing.
- ♦ Prepare water and sewer bills utilizing newly implemented CUSI billing software.
- ♦ Record, distribute and reconcile Town departmental attendance records.
- ♦ Participate with Town Management to perform a Town-wide Fraud Assessment.
- ♦ Respond to information requests from both internal and external sources.

### ASSESSORS

- ♦ Continue the valuation of all property within the town.
- ♦ Seek out and value all taxable personal property.
- ♦ Enhance methods of providing public access to property records and information that would be helpful to taxpayers. The use of the Town's web page is the primary goal.
- ♦ Continue GIS training for staff on the Town's GIS system.

### COLLECTOR/TREASURER

- ♦ Continue to provide courteous and prompt service to all of our taxpayers and ratepayers, including account reconciliations.
- ♦ Assist in the implementation of the "Paperless" purchase order system.
- ♦ Continue concentrated effort to collect and reduce delinquent tax title accounts.
- ♦ Continue to improve the implemented Cash Management Plan.
- ♦ Oversee that all current investments meet the Investment Policy for the Town, and that cash flow is sufficient to meet the Town's needs..

### CENTRAL PURCHASING

- ♦ Continue to guide departments, Town and School, in purchasing items under M.G.L.
- ♦ Encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- ♦ Continue to streamline the purchasing process to alleviate the burden on the individual departments.
- ♦ Assist and support all departments in preparing their bids and request for proposals.
- ♦ Utilize the Town website and [www.commbuys.com](http://www.commbuys.com) for posting of current bid and requests for proposal information and notices.

## FINANCE & BUDGET

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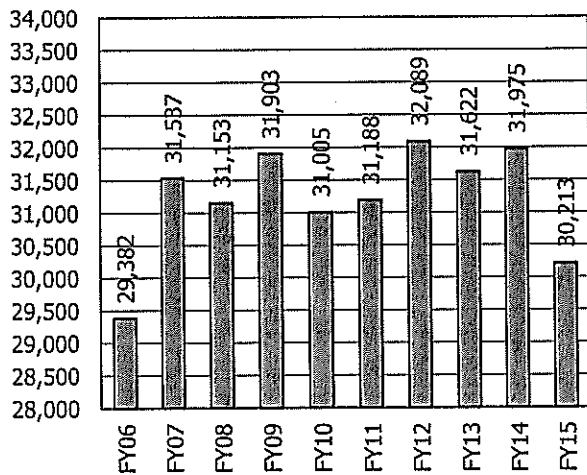
- ♦ Continue to initiate new forms and procedures to make it easier for departments to comply with the MGL purchasing requirements.
  - ♦ Develop a comprehensive handbook which will outline all procurement laws and policies.
  - ♦ Continue to inform and explain any new or changed procurement requirements and regulations to both Town and School Departments.
  - ♦ Continue to initiate or join new cooperative bids with other municipalities and organizations.
  - ♦ Continue to explore areas of the Town's buying practices to see if any potential bid/RFP opportunities exist which would either save money or generate revenue through a formal competitive solicitation.
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# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>		<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>DEPARTMENT OF FINANCE</b>							
<u>FINANCE ADMINISTRATION</u>							
M-3	Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	121,145
I-16	Administrative Secretary	1.0	1.0	1.0	1.0	1.0	59,370
	Unclassified						13,319
		2.0	2.0	2.0	2.0	2.0	193,834
<u>COLLECTOR/TREASURER</u>							
I-28	Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	104,868
I-22	Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	79,315
I-14	Office Assistant III	3.0	3.0	3.0	3.0	3.0	176,298
		5.0	5.0	5.0	5.0	5.0	360,481
<u>ASSESSING</u>							
I-28	Chief Assessor	1.0	1.0	1.0	1.0	1.0	101,709
I-24	Senior Assessor	1.0	1.0	1.0	1.0	1.0	67,920
I-18	Office Coordinator	1.0	1.0	1.0	1.0	1.0	65,696
I-14	Property Field Lister	1.0	1.0	1.0	1.0	1.0	56,337
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	58,284
		5.0	5.0	5.0	5.0	5.0	349,946
<u>CENTRAL PURCHASING</u>							
I-26	Purchasing Agents/Ins Coordinator	0.6	0.6	0.6	0.6	0.6	51,990
I-18	Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	61,259
		1.6	1.6	1.6	1.6	1.6	113,249
<u>TOWN ACCOUNTANT</u>							
M-1	Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	99,672
I-24	Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	79,112
I-20	Payroll Administrator	0.9	0.9	1.0	1.0	1.0	73,443
I-16	Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	62,961
I-14	Office Assistant III	1.0	1.0	1.0	1.0	1.0	60,557
I-12	Office Assistant II		1.0			1.0	52,391
I-10	Office Assistant I	1.0		1.0	1.0		
	Unclassified						11,667
		5.9	5.9	6.0	6.0	6.0	439,803
FINANCE TOTAL		19.5	19.5	19.6	19.6	19.6	1,457,313

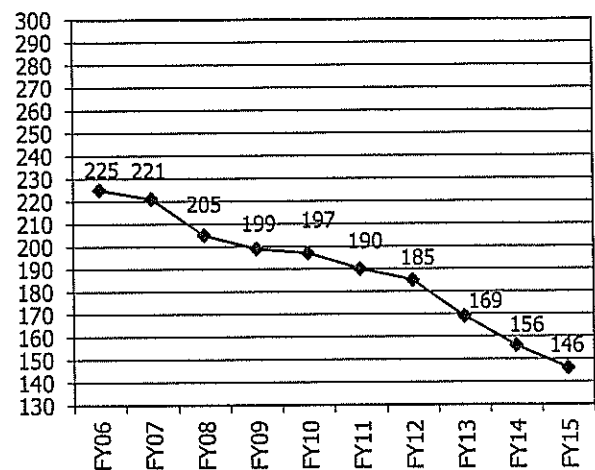
# FINANCE PERFORMANCE STATISTICS

## M.V. EXCISE BILLS



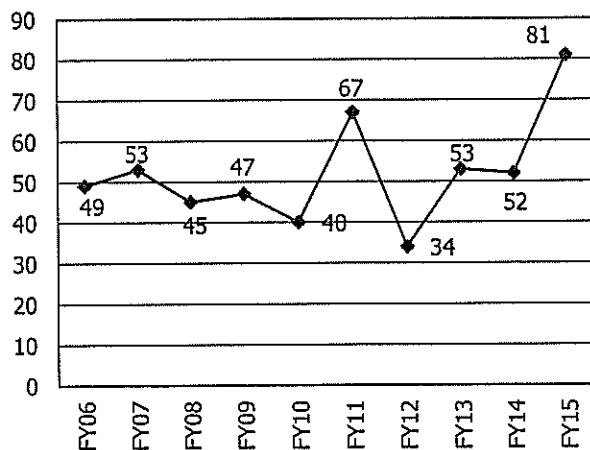
Benchmark (prior 3-yr avg):	31,895
Most Recent:	30,213
Change from Benchmark:	-1682
Change from Prior Year:	-1762

## PROP. TAX EXEMPTIONS



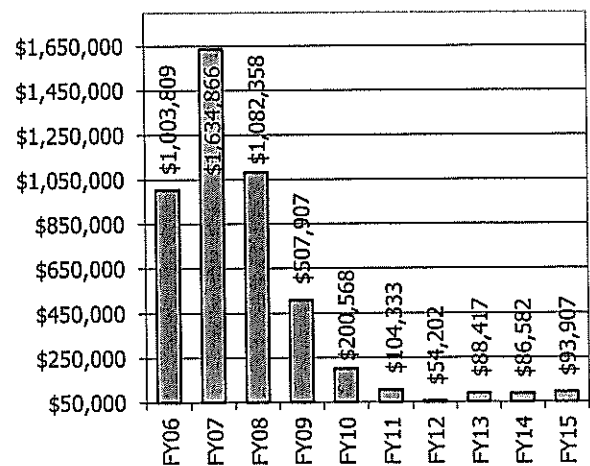
Benchmark (prior 3-yr avg):	170
Most Recent:	146
Change from Benchmark:	-24
Change from Prior Year:	-10

## PROP. & CASUALTY INSUR. CLAIMS



Benchmark (prior 3-yr avg):	46
Most Recent:	81
Change from Benchmark:	+35
Change from Prior Year:	+29

## INVESTMENT INCOME



Benchmark (prior 3-yr avg):	\$76,400
Most Recent:	\$93,907
Change from Benchmark:	+\$17,507
Change from Prior Year:	+\$7,325

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 BUDGET</b>	<b>FY2016 ESTIMATE</b>	<b>FY2017 DEPT REQ</b>	<b>FY2017 TOWN MGR</b>
<b>FINANCE ADMINISTRATION GENERAL GOVERNMENT</b>						
011331 FINANCE ADMIN SALARIES						
5110 REG WAGES	166,896	184,881	191,454	191,454	193,834	193,834
5120 OVERTIME	824	1,771	2,000	2,000	2,000	2,000
5130 PART-TIME	4,797	-	-	-	-	-
5187 RETRO WAGES	6,266	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-	-
<b>TOTAL FINANCE ADMIN SALARIES</b>	<b>178,783</b>	<b>186,652</b>	<b>193,454</b>	<b>193,454</b>	<b>195,834</b>	<b>195,834</b>
011332 FINANCE ADMIN EXPENSES						
5231 TRANSPORTATION ALLOWANCE	-	-	-	-	600	600
5255 SOFTWARE SUPPORT	81,771	84,057	85,000	82,000	100,000	100,000
5310 OFFICE SUP	596	586	700	700	700	700
5394 SUPPLIES/BOOKS	35	40	200	200	50	50
5710 TRAVEL	1,911	621	2,250	2,250	1,700	1,700
5715 PROF DEV	2,785	1,848	1,700	1,700	2,700	2,700
5730 DUES/SUBSCRIPTIONS	905	920	920	920	950	950
<b>TOTAL FINANCE ADMIN EXPENSES</b>	<b>88,003</b>	<b>88,072</b>	<b>90,770</b>	<b>87,770</b>	<b>106,700</b>	<b>106,700</b>
<b>TOTAL FINANCE ADMINISTRATION</b>	<b>266,786</b>	<b>274,724</b>	<b>284,224</b>	<b>281,224</b>	<b>302,534</b>	<b>302,534</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 BUDGET</b>	<b>FY2016 ESTIMATE</b>	<b>FY2017 DEPT REQ</b>	<b>FY2017 TOWN MGR</b>
<b>CENTRAL SERVICES GENERAL GOVERNMENT</b>						
011592 CENTRAL SERVICES EXPENSES						
5225 POSTAGE	73,651	76,026	82,000	82,000	85,000	85,000
5270 PRINTING	273	175	250	250	200	200
5282 REP-OFF EQ	-	857	-	-	600	600
5291 RENT EQUIP	12,838	14,853	17,000	17,000	16,000	16,000
5295 OTHR SVCS	450	1,035	500	500	1,050	1,050
5310 OFFICE SUP	1,003	1,516	600	600	300	300
5420 OFF EQUIP	-	173	-	-	300	300
<b>TOTAL CENTRAL SERVICES EXPENSES</b>	<b>88,215</b>	<b>94,635</b>	<b>100,350</b>	<b>100,350</b>	<b>103,450</b>	<b>103,450</b>
<b>TOTAL CENTRAL SERVICES</b>	<b>88,215</b>	<b>94,635</b>	<b>100,350</b>	<b>100,350</b>	<b>103,450</b>	<b>103,450</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>COLLECTOR/TREASURER GENERAL GOVERNMENT</b>						
011451 COLLECTOR/TREASURER SALARIES						
5110 REG WAGES	363,278	360,238	360,481	360,481	360,481	360,481
5120 OVERTIME	146	126	500	500	500	500
5130 PART TIME	2,355	2,689	4,000	4,000	4,000	4,000
	-	-	-	-	-	-
TOTAL COLLECTOR/TREASURER SALARIES	365,779	363,053	364,981	364,981	364,981	364,981
011452 COLLECTOR/TREASURER EXPENSES						
5250 ADVERTISING	-	-	1,450	1,450	1,450	1,450
5270 PRINTING	15,633	11,869	16,000	16,000	16,000	16,000
5282 REP-OFF EQ	123	446	2,000	2,000	2,000	2,000
5295 OTHR SVCS	38,012	32,614	43,000	43,000	43,000	43,000
5310 OFFICE SUP	3,354	2,904	3,600	3,600	4,250	4,250
5395 OTH COMM	1,350	1,350	2,000	2,000	2,000	2,000
5710 TRAVEL	170	1,314	1,450	1,450	1,450	1,450
5715 PROFESSIONAL DEVELOPMENT	-	30	-	-	-	-
5730 DUES/SUBSCRIPTIONS	840	550	850	850	850	850
TOTAL COLLECTOR/TREASURER EXPENSES	59,482	51,077	70,350	70,350	71,000	71,000
<b>TOTAL COLLECTOR/TREASURER</b>	<b>425,261</b>	<b>414,130</b>	<b>435,331</b>	<b>435,331</b>	<b>435,981</b>	<b>435,981</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TOWN ACCOUNTANT GENERAL GOVERNMENT</b>						
011351 TOWN ACCOUNTANT SALARIES						
5110 REG WAGES	322,255	297,856	434,836	434,836	439,803	439,803
5120 OVERTIME	4,355	1,419	2,500	2,500	2,500	2,500
5130 PART TIME	85,507	84,351	-	-	-	-
5187 RETRO WAGES	6,860	-	-	-	-	-
TOTAL TOWN ACCOUNTANT SALARIES	418,977	383,626	437,336	437,336	442,303	442,303
011352 TOWN ACCOUNTANT EXPENSES						
5270 PRINTING	38	-	-	-	1,400	1,400
5295 OTHR SVCS	63,310	65,129	69,900	69,900	69,000	69,000
5310 OFFICE SUP	5,343	3,761	5,500	5,000	5,000	5,000
5710 TRAVEL	794	1,025	1,500	1,500	5,000	5,000
5715 PROFESSIONAL DEVELOPMENT	100	1,820	1,000	1,000	1,000	1,000
5730 DUES/SUBSCRIPTIONS	150	230	650	650	1,000	1,000
TOTAL TOWN ACCOUNTANT EXPENSES	69,735	71,965	78,550	78,050	82,400	82,400
<b>TOTAL TOWN ACCOUNTANT</b>	<b>488,712</b>	<b>455,591</b>	<b>515,886</b>	<b>515,386</b>	<b>524,703</b>	<b>524,703</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>CENTRAL PURCHASING</b>						
<b>GENERAL GOVERNMENT</b>						
011381 CENTRAL PURCHASING SALARIES						
5110 REG WAGES	102,235	105,819	109,720	109,720	113,249	113,249
5130 OVERTIME	-	-	-	-	-	-
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL CENTRAL PURCHASING SALARIES	102,235	105,819	109,720	109,720	113,249	113,249
011382 CENTRAL PURCHASING EXPENSES						
5250 ADVRTSNG	5,714	6,167	8,000	8,000	8,000	8,000
5270 PRINTING	19	-	700	700	700	700
5295 OTHR SVCS	1,072	969	1,500	1,500	1,500	1,500
5310 OFFICE SUPPLIES	500	221	500	500	500	500
5420 OFFICE EQUIPMENT	-	-	800	800	-	-
5710 TRAVEL	245	567	1,000	1,000	1,000	1,000
5715 PROF DEVELOPMENT	-	1,115	1,375	1,375	1,375	1,375
5730 DUES/SUBSCRIPTIONS	1,175	1,015	1,200	1,200	1,200	1,200
TOTAL CENTRAL PURCHASING EXPENSES	8,725	10,054	15,075	15,075	14,275	14,275
<b>TOTAL CENTRAL PURCHASING</b>	<b>110,960</b>	<b>115,873</b>	<b>124,795</b>	<b>124,795</b>	<b>127,524</b>	<b>127,524</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>ASSESSING</b>						
<b>GENERAL GOVERNMENT</b>						
011411 ASSESSING SALARIES						
5110 REG WAGES	367,814	374,460	368,221	365,221	349,946	349,946
5120 OVERTIME	-	-	250	250	-	-
TOTAL ASSESSING SALARIES	367,814	374,460	368,471	365,471	349,946	349,946
011412 ASSESSING EXPENSES						
5231 TRNS ALLOW	4,200	4,200	4,200	4,200	4,200	4,200
5270 PRINTING	-	681	2,000	2,000	2,000	2,000
5282 REP-OFF EQ	300	300	1,000	1,000	1,000	1,000
5295 OTHR SVCS	19,678	11,900	15,000	15,000	15,000	15,000
5310 OFFICE SUP	1,833	1,478	3,000	3,000	3,000	3,000
5710 TRAVEL	86	209	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	895	1,306	2,000	2,000	2,000	2,000
TOTAL ASSESSING EXPENSES	26,992	20,074	28,700	28,700	28,700	28,700
<b>TOTAL ASSESSING</b>	<b>394,806</b>	<b>394,534</b>	<b>397,171</b>	<b>394,171</b>	<b>378,646</b>	<b>378,646</b>



# OTHER GENERAL GOVERNMENT BUDGETS

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## Patriotic and Civic Celebrations

This account provides funding for a number of annual events including the Memorial Day parade and ceremony, the 4<sup>th</sup> of July celebration, the Veterans Day ceremony and Holiday Lighting.

## Damages to Persons/Property

This account pays for minor damage claims submitted to the Town of Andover for occurrences not covered by the Town's insurance policies.

## Employee Benefits

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan. This year we are beginning to include with the budget payments for accumulated leave due when employees retire.

## Commission on Disability

The Andover Commission on Disability advocates for the full integration and participation of people with disabilities in the Town of Andover, and provides information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in matters pertaining to disability.

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### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
PATRIOTIC CIVIC CELEBRATION GENERAL GOVERNMENT						
016922 PATRIOTIC CIVIC CELEBRATION 5700 UNCLASSIFIED EXP	27,657	28,335	29,216	29,216	29,216	29,216
TOTAL PATRIOTIC CIVIC CELEBRATION	27,657	28,335	29,216	29,216	29,216	29,216
TOTAL PATRIOTIC CIVIC CELEBRATION	27,657	28,335	29,216	29,216	29,216	29,216

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>EMPLOYEE BENEFITS</b>						
<b>GENERAL GOVERNMENT</b>						
019101 EMPLOYEE BENEFITS EXPENSES						
5143 ACCUM BENEFITS	366,084	361,087	370,908	300,000	400,000	400,000
TOTAL EMPLOYEE BENEFITS EXPENSES	366,084	361,087	370,908	300,000	400,000	400,000
019102 EMPLOYEE BENEFITS EXPENSES						
5204 EMPLOYEE MILITARY SERVICE	-	-	-	-	-	-
5206 HEALTH INSURANCE	-	-	-	-	-	-
5207 LIFE INSURANCE	4,795	5,457	7,000	7,000	7,200	7,200
5208 EMPLOYEE ASSISTANCE	17,300	20,560	25,000	20,000	25,000	25,000
5740 MEDICARE	340,676	388,553	389,000	389,000	409,961	409,961
TOTAL EMPLOYEE BENEFITS EXPENSES	362,771	414,570	421,000	416,000	442,161	442,161
TOTAL EMPLOYEE BENEFITS	728,855	775,657	791,908	716,000	842,161	842,161

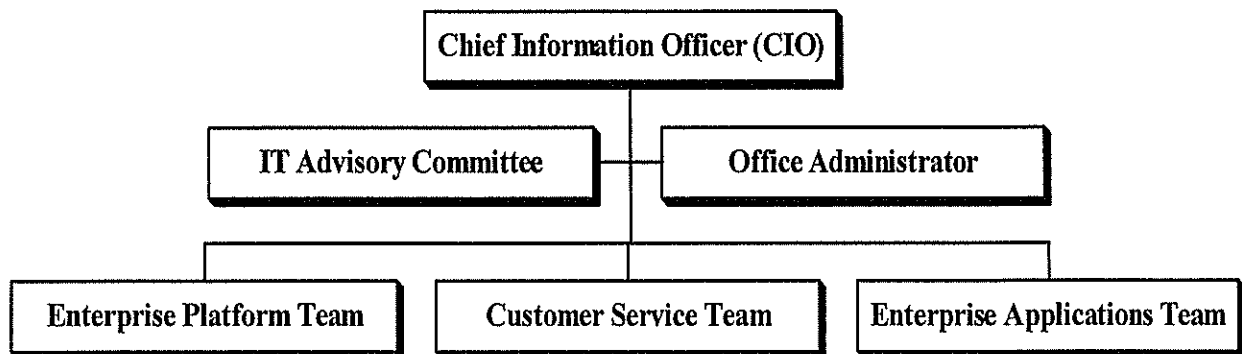
**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>COMMISSION FOR DISABILITIES</b>						
<b>GENERAL GOVERNMENT</b>						
011241 COMM FOR DISABILITY SALARIES						
5130 PART TIME	800	1,000	800	800	800	800
TOTAL COMM FOR DISABILITY SALARIES	800	1,000	800	800	800	800
011242 COMM FOR DISABILITY EXPENSES						
5295 OTHR SVCS	5,315	8,886	5,000	5,000	5,000	5,000
5310 OFFICE SUP	22	123	800	800	800	800
TOTAL COMM FOR DISABILITY EXPENSES	5,337	9,009	5,800	5,800	5,800	5,800
TOTAL COMMISSION FOR DISABILITIES	6,137	10,009	6,600	6,600	6,600	6,600

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DAMAGES TO PERSONS &amp; PROPERTY</b>						
<b>GENERAL GOVERNMENT</b>						
019002 DAMAGES PERS/PROP EXPENSES						
5702 DAMAGE TO PROPERTY	-	-	2,000	-	2,000	2,000
TOTAL DAMAGES PERS/PROP EXPENSES	-	-	2,000	-	2,000	2,000
TOTAL DAMAGES TO PERS/PROPERTY	-	-	2,000	-	2,000	2,000



# INFORMATION TECHNOLOGY



# INFORMATION TECHNOLOGY

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## Department Description

The Department of Information Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO), who reports to the Town Manager and the Superintendent of Schools. The IT Department consists of three teams – Platform, Applications and Customer Service.

The **Platform** team is responsible for managing all of the Town's hardware, software and networking platforms including: servers, storage, network hardware, wireless, unified communications, fiber infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building based facilities.

The **Customer Service** team handles the deployment and on-going maintenance of all end user devices. Currently the combined staff and student fleet represents in excess of 7,500 desktops, laptops, tablets, interactive projectors and printers. The team is responsible for setting up desktop PCs and other peripheral hardware and devices; software installations; tracking, prioritizing, and resolving user support calls; and providing a resource pool when needed to support increased workload demands and department specific projects.

The **Applications** team is responsible for managing all of the domain specific applications that support the Town's core departments. Currently, this division provides on-going support for education, financial systems, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current websites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives.

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## Mission Statement

The mission of the Department of Information Technology is to act both as a catalyst for innovation as well as to provide planning, coordination, and management in all areas of information systems and technologies in support of the operational missions of all Town of Andover departments and the Andover Public School district.

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## FY2017 Objectives

- ♦ Complete the rollout of new unified communication technology.
- ♦ Deploy a pilot of so called "thin client" desktops as a potentially more cost effective way of delivering our desktop experiences to students and staff.
- ♦ Introduce managed print services to reduce spending on imaging.
- ♦ To provide support services to teachers and students to maximize the value of new digital classrooms. Extend initiative to all middle school grades. Repurpose existing machines for students and prepare 1000+ new staff machines.
- ♦ To work with the School team to increase the adoption and efficacy of 1:1 computing initiative.
- ♦ Continue to extend the utilization of GIS services.
- ♦ Work with Finance team to extend the utilization of core financial systems to all departments to reduce current paper-based flows and to improve access to reporting and management analysis tools.
- ♦ Develop initial internal performance management tools including dashboards and scorecards.
- ♦ Continue the development of the Town's next generation eGov web portal to improve citizen access and transparency.
- ♦ Deploy new town intranet.
- ♦ Create a plan to greatly increase Town's utilization of digitization and reduce paper volume.
- ♦ Deploy new power management infrastructure.
- ♦ Create a town-wide strategic IT team in conjunction with all departments.
- ♦ Consult with department heads, school administrators, and IT staff on a regular basis to identify, address and plan for department and program specific technology needs.
- ♦ Introduce IT project management practices to existing and future software application implementations.

# PERSONNEL DETAIL

Position Classification		FTE FY2014	FTE FY2015	FTE FY2016	REQ FY2017	TMREC FY2017	TMREC FY2017
<b>INFORMATION TECHNOLOGY</b>							
M-3	Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	121,616
IE-28	Enterprise Application Architect	1.0	1.0	1.0	1.0	1.0	100,506
IE-28	Enterprise Platform Architect	1.0	1.0	1.0	1.0	1.0	94,591
IE-26	Network Administrator	1.0	1.0	1.0	1.0	1.0	98,190
	Application Engineers (replacement/new positions for FY13)	2.0					
IE-26	Network Administrator		1.0	1.0	1.0	1.0	87,175
IE-26	Public Safety Network Administrator	1.0	1.0	1.0	1.0	1.0	92,530
IE-24	Customer Service Manager		1.0	1.0	1.0	1.0	81,944
IE-24	Library Systems Coordinator (Moved to Library FY15)	1.0					
IE-24	Geographic Information Systems Coordinator *	0.6	1.0	1.0	1.0	1.0	42,362
IE-20	Tech Specialist II	1.0	1.0	1.0	1.0	1.0	77,044
IE-20	Application Specialist - Finance	1.6	1.6	1.6	2.0	1.6	125,965
IE-18	Tech Specialist I	4.0	4.0	4.0	6.0	4.0	265,106
IE-18	Asset Coordinator	1.0	1.0	1.0	1.0	1.0	58,959
IE-14	Administrative Assistant	1.0	1.0	1.0	1.0	1.0	56,615
IE-26	Senior Application Specialist		0.5	0.5	0.5	0.5	45,689
	Unclassified						13,355
		17.2	17.1	17.1	19.5	17.1	1,361,647

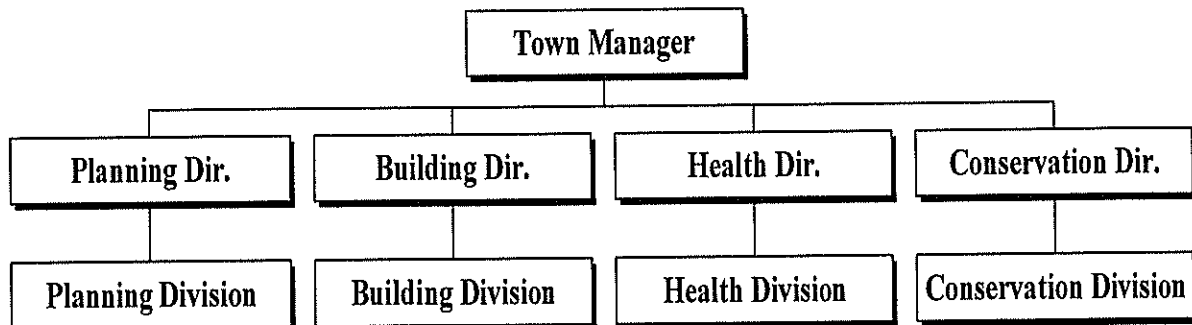
\* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>INFORMATION TECHNOLOGY</b>						
<b>GENERAL GOVERNMENT</b>						
011551 INFORMATION TECHNOLOGY SALARIES						
5110 REG WAGES	1,030,732	1,041,883	1,122,291	1,122,291	1,467,449	1,189,993
5120 OVERTIME	481	11,683	14,036	14,036	45,689	14,036
5130 PART-TIME	150,852	171,966	193,815	193,815	14,036	171,654
5140 SEASONAL	-	-	12,883	12,883	29,683	12,883
5187 RETRO WAGES	6,266	12,614	-	-	-	-
TOTAL INFORMATION TECHNOLOGY SALARIES	1,188,331	1,238,146	1,343,025	1,343,025	1,556,857	1,388,566
011552 INFORMATION TECHNOLOGY EXPENSES						
5220 TELEPHONE	-	249	-	-	-	-
5260 TECH/INFRASTRUCTURE	139,973	103,091	56,068	56,068	198,406	198,406
5261 PERSONAL PRODUCTIVITY	10,229	3,320	81,220	81,220	2,400	2,400
5262 APPLICATIONS	7,996	8,691	11,800	11,800	17,700	17,700
5263 IMAGING	88	-	4,500	4,500	4,500	4,500
5264 MOBILE	-	13	4,800	4,800	4,800	4,800
5265 TELECOM	19,224	13,041	58,648	58,648	105,394	100,210
5266 MULTIMEDIA	(1,815)	-	-	-	-	-
5268 PROFESSIONAL SERVICES	75,059	23,697	4,500	4,500	10,285	10,285
5269 PROFESSIONAL DEVELOPMENT	3,683	-	-	-	-	-
5284 REPAIRS/COMPUTER EQ	7,634	(65)	12,000	12,000	19,500	14,500
5295 OTHR SVCS	886	2,689	-	-	-	-
5310 OFFICE SUP	3,491	4,754	4,880	4,880	4,880	4,880
5355 AUTOMOTIVE FUEL	4,308	5,209	1,200	1,200	1,200	1,200
5391 SUPPLIES/DATA PROC	3,780	5,212	8,500	8,500	8,500	8,500
5420 OFFICE EQUIPMENT	845	25,331	2,000	2,000	2,000	2,000
5700 UNCLASSIFIED	-	6,913	-	-	-	-
5709 TRAVEL-OPERATIONAL	993	1,208	3,600	3,600	3,600	3,600
5710 TRAVEL	1,381	2,521	2,400	2,400	2,400	2,400
5715 PROFESSIONAL DEV	6,705	7,112	27,000	27,000	27,000	27,000
5730 DUES/SUBSCRIPTIONS	1,537	150	1,000	1,000	1,000	1,000
TOTAL INFORMATION TECHNOLOGY EXPENSES	285,997	213,136	284,116	284,116	413,565	403,381
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>1,474,328</b>	<b>1,451,282</b>	<b>1,627,141</b>	<b>1,627,141</b>	<b>1,970,422</b>	<b>1,791,947</b>



# COMMUNITY DEVELOPMENT & PLANNING



# COMMUNITY DEVELOPMENT & PLANNING

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## Department Description

The **Planning Division** is responsible for a wide range of activities associated with development, transportation and economic growth in the Town. The division administers land use regulations governing residential, industrial and commercial development in Andover, and is responsible for processing plans for nearly all new projects in the Town. The Planning Division is responsible for coordinating all major local and regional transportation improvement projects. The division provides professional technical support to the Planning Board, the Zoning Board of Appeals, the Town Manager and the Board of Selectmen, as well as a number of special committees and working groups such as the Housing Partnership Committee, Economic Development Council, Andover Green Advisory Board and Shawsheen Village working group. The professional staff of the Planning Division represents the Town on the Merrimack Valley Planning Commission, the Merrimack Valley Regional Transit Authority, the Merrimack Valley Transportation Management Association, and the Junction Transportation Management Organization. The Planning Division staff assists Town Counsel in matters involving litigation against the Planning Board. The Planning Board consists of six volunteer members appointed by the Town Manager to five-year terms.

The **Conservation Division** is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include administration and enforcement of the Massachusetts Wetlands Protection Act, Rivers Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising over two thousand acres of public open space. The Commission manages the volunteer Conservation Overseers and Conservation based Eagle Scout Projects; the periodic completion of Andover's Open Space and Recreation Plan; and serves as liaison with other official and informal organizations concerned with conservation and open space preservation. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for staggered three-year terms.

The **Health Division** is responsible for addressing all public health threats in the community and for promoting good health practices among its citizens. To accomplish this, the Health Division addresses issues through Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, which covers a myriad of projects, including wastewater disposal, food safety, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics. The Andover Health Division hosts two regional public health programs: The Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The staff, under the direction of the Director of Public Health, designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

The **Building Division** is charged with the enforcement and interpretation of the Commonwealth of Massachusetts State Building Code 780 CMR; the Architectural Access Regulations, 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article 36, Andover Code of By-Laws (Ballardvale Historic District By-Law). The Division enforces the conditions placed on the Zoning Board of Appeals' special permits and variances. The Division issues all building permits for all construction regulated by the State Building Code and performs all required inspections. All Divisions of the Department work with Andover Fire Prevention and Fire Rescue officials to facilitate the processing of permitting issues. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The Zoning Board of Appeals consists of five regular members and four alternate members appointed by the Board of Selectmen for three-year terms. The Board holds monthly hearings on requests for special permits, variances and appeals from applicants aggrieved by decisions made by the Inspector of Buildings. The Board meets on the first Thursday night of every month unless there is a conflict, and holds duly noticed deliberation meetings. The Building Division also supports the Andover Preservation Commission, Ballardvale Historic District Commission and Design Review Board and are appointed by the Town Manager. The Building Division will also be involved in the enforcement of the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00.



# COMMUNITY DEVELOPMENT & PLANNING

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## Mission Statements

### PLANNING DIVISION

To ensure the orderly growth and development of the Town through sound planning practices and through implementation of recommendations of the Master Plan.

### CONSERVATION DIVISION

To protect Andover's wetland resources and to act as trustees in perpetuity of the Town's conservation land.

### HEALTH DIVISION

To promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

### BUILDING DIVISION

To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

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## FY2017 Objectives

### DIVISION: PLANNING

- ♦ Oversee implementation of the Andover Transit Overlay Development District.
- ♦ Develop and implement In Town Independent Living Overlay District.
- ♦ Develop strategy to amend Table of Uses Restaurant – Sit down and Fast food.
- ♦ Develop and implement strategy to improve permitting approval process with the goal of making Andover a more desirable place to start/expand a business.
- ♦ Oversee the implementation of a Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
- ♦ Oversee Park Master Plan.
- ♦ Continue to implement Bike Master Plan.
- ♦ Continue to oversee the Route 133 Corridor Study.
- ♦ Continue to work with the Conservation Commission on the Dam Removal Project.
- ♦ Monitor and implement the 2012 Andover Master Plan. Please visit <http://andoverma.gov/planning/> to view the current draft.
- ♦ Provide more information via the Town's website, and improve upon its layout and organization.

### DIVISION: CONSERVATION

- ♦ Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- ♦ Oversee regulatory aspects of the removal of the Balmoral dam to restore the Shawsheen River.
- ♦ Update conservation land records and develop long-term management objectives for the principal reservations; and implement land management and forestry directives through the State Foresters, Conservation Overseers and volunteers. Identify and remove encroachments on Conservation property.
- ♦ Update our wetland boundary data base, and increase conservation information available online.
- ♦ Help facilitate a Community Garden.
- ♦ Oversee environmental aspects of large scale MassHighway and DPW infrastructure improvements including the I-93 interchange and town roadways and bridges and the future town yard.
- ♦ Provide support for the Andover Community Garden and Handicap accessible trails.
- ♦ Update our open space and recreation plan.

# COMMUNITY DEVELOPMENT & PLANNING

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- ♦ Improving signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- ♦ Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- ♦ Enhance Conservation properties for bird watching, camping and hiking along the Merrimack River by sponsoring cleanup efforts, rebuilding a bridge, and the construction of new camp sites.

## **DIVISION: HEALTH**

- Prioritize inspectional requirements and consider a new model for service delivery.
- Continue the digitizing of historical inspection data with the goal of decreasing the volume of hard copy documents in storage.
- Provide training to new Board of Health members.
- Review and revise current Board of Health Regulations.

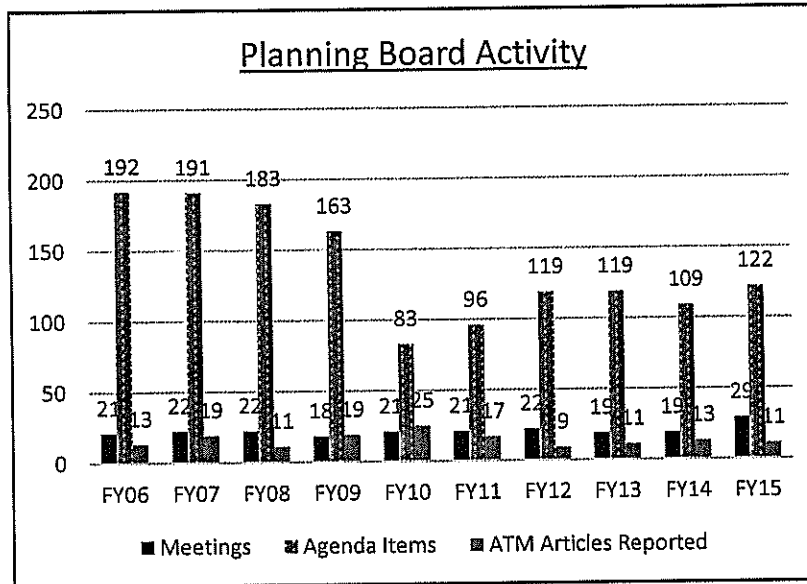
## **DIVISION: BUILDING**

- ♦ Review and dispose of the Division's outdated building permit applications and other files in accordance with the State Public Records Retention Laws.
- ♦ Continue the scanning of the Zoning Board of Appeals' decisions and other records.
- ♦ Scan building permit records documents prior to 1995.
- ♦ Review and revise the Town website pertaining to the Building Division.
- ♦ Continue the yearly State mandated "Certificate of Inspection" inspections in accordance with the Commonwealth of Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- ♦ Provide administrative personnel with additional training opportunities.
- ♦ Provide training to new ZBA, DRB, APC, & BVHDC members

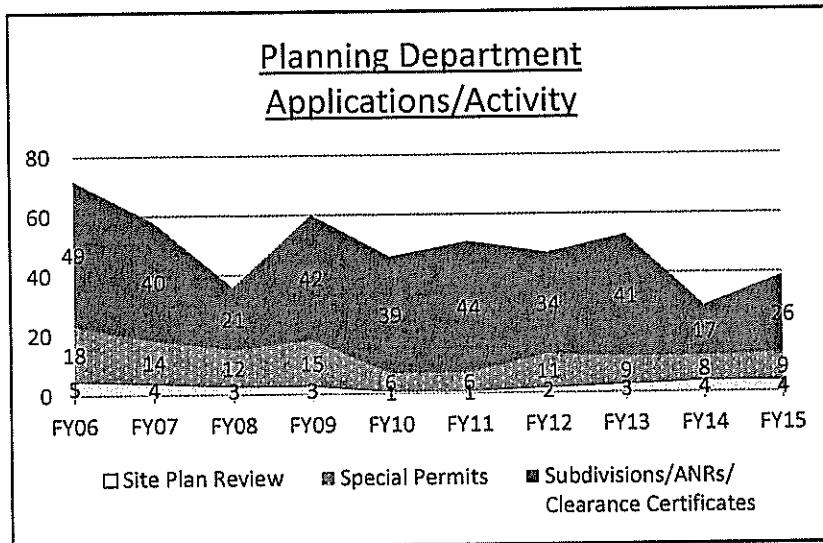
## **DEPARTMENTAL**

- ♦ Implement the full use of View Permit permitting software.
  - ♦ Develop an implementation strategy for efficiencies identified in the 2015 Streamlining Study.
  - ♦ Continue to scan and digitize departmental records.
  - ♦ Encourage training for staff and Boards/Committee members.
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# PLANNING DEPARTMENT PERFORMANCE STATISTICS

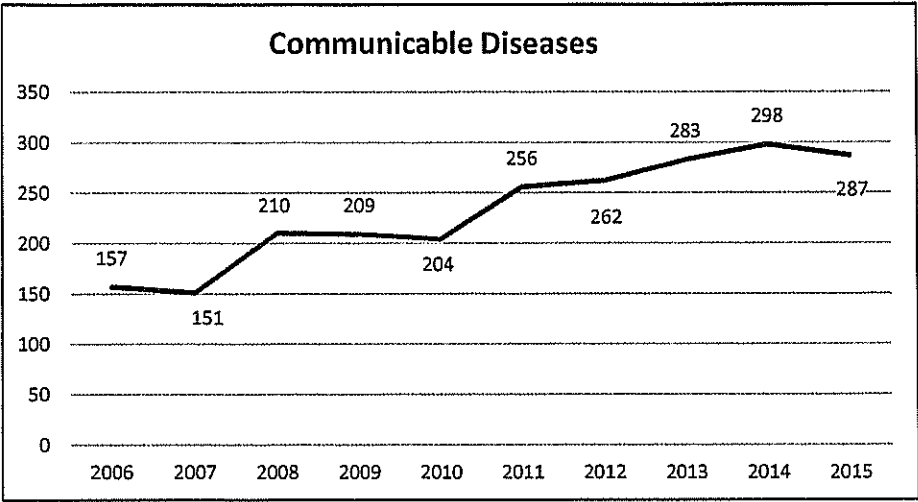


Benchmark - Meetings:	20
Most Recent:	29
Change from Benchmark:	9
Change from Prior Year:	1

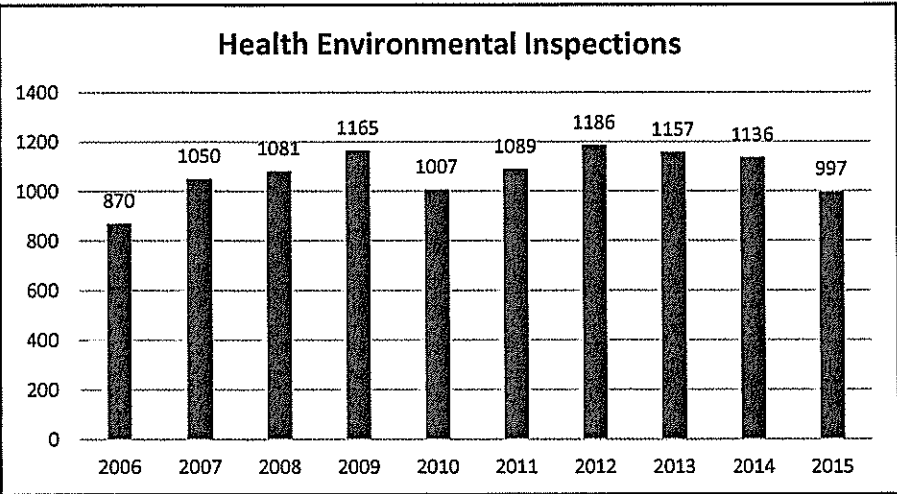


Benchmark - Certificates:	31
Most Recent:	26
Change from Benchmark:	-5
Change from Prior Year:	17

# HEALTH DEPARTMENT PERFORMANCE STATISTICS

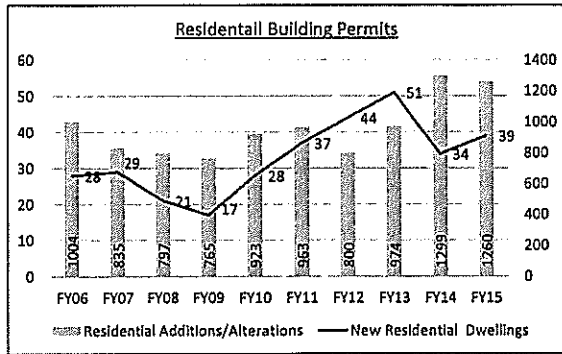


Benchmark - Diseases:	281
Most Recent:	287
Change from Benchmark:	6
Change from Prior Year:	-11

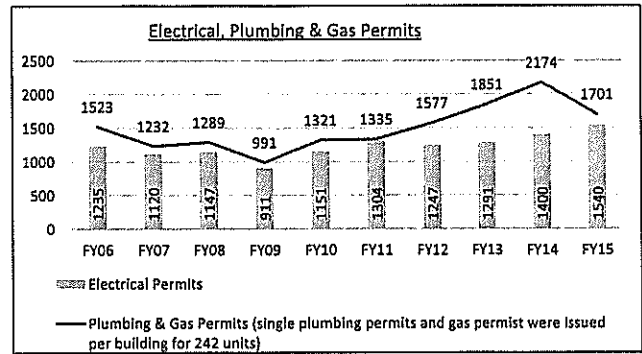


Benchmark - Inspections:	1160
Most Recent:	997
Change from Benchmark:	-163
Change from Prior Year:	-139

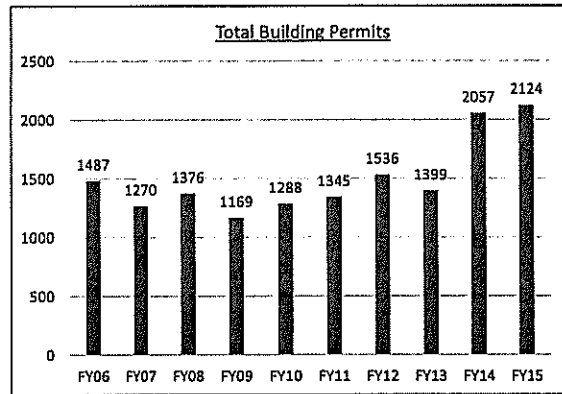
# BUILDING PERFORMANCE STATISTICS



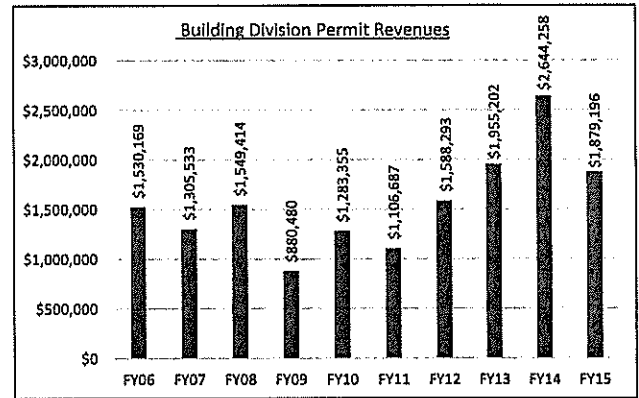
Benchmark - Permits:	1024
Most Recent:	1260
Change from Benchmark:	236
Change from Prior Year:	-39



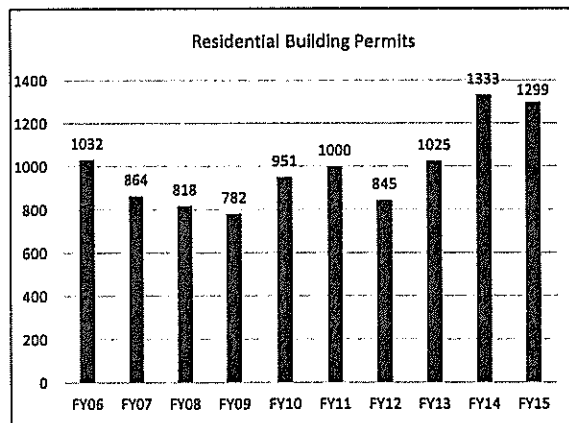
Benchmark - Permits:	1867
Most Recent:	1701
Change from Benchmark:	-166
Change from Prior Year:	-473



Benchmark - Permits:	1664
Most Recent:	2124
Change from Benchmark:	460
Change from Prior Year:	67



Benchmark - Permits:	\$2,062,584.00
Most Recent:	\$1,879,196.00
Change from Benchmark:	-\$183,388.00
Change from Prior Year:	-\$765,062.00



Benchmark - Permits:	1068
Most Recent:	1299
Change from Benchmark:	231
Change from Prior Year:	-34

# PERSONNEL DETAIL

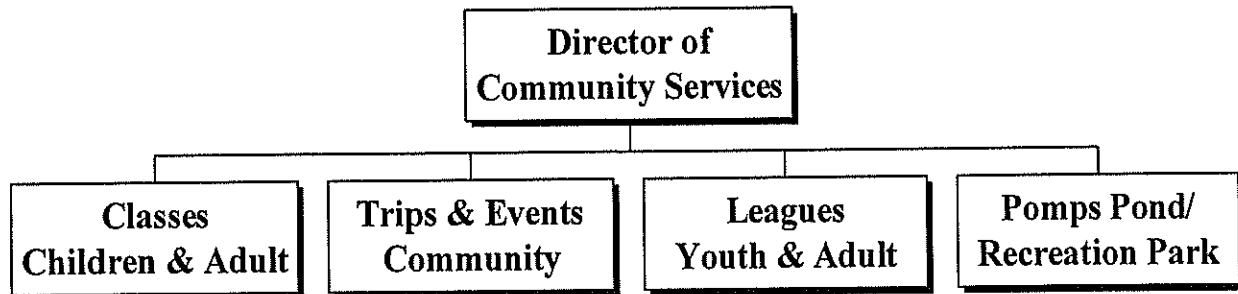
Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	REQ FY2017	TMREC FY2017	TMREC FY2017
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>						
<u>ADMINISTRATION</u>						
I-20 Office Administrator	1.0	1.0	1.0	1.0	1.0	71,256
I-14 Administrative Secretary	5.0	5.0	5.0	5.0	5.0	268,417
I-10 Office Assistant I (FY17 Request combine 2 PT to Meeting Recording/Substitute Secretaries	1.0	1.0	1.0	1.0	1.0	39,675
						15,600
	7.0	7.0	7.0	7.0	7.0	394,949
<u>BUILDINGS</u>						
I-28 Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	99,680
I-22 Electrical Inspector	1.0	1.0	1.0	1.0	1.0	76,563
I-22 Local Building Inspector	1.0	1.0	1.0	1.0	1.0	74,700
I-22 Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	74,708
Alternate Inspectors						20,400
	4.0	4.0	4.0	4.0	4.0	346,051
<u>CONSERVATION</u>						
I-26 Director of Conservation	1.0	1.0	1.0	1.0	1.0	89,358
I-20 Conservation Agent	1.0	1.0	1.0	1.0	1.0	77,750
	2.0	2.0	2.0	2.0	2.0	167,108
<u>PLANNING</u>						
I-28 Director of Planning	1.0	1.0	1.0	1.0	1.0	99,675
I-24 Senior Planner	1.0	1.0	1.0	1.0	1.0	83,173
I-22 Planner	1.0	1.0	1.0	1.0	1.0	76,568
	3.0	3.0	3.0	3.0	3.0	259,416
<u>HEALTH</u>						
I-28 Director of Health	1.0	1.0	1.0	1.0	1.0	99,190
I-26 Assistant Director of Public Health	0.8	0.8	0.8	0.8	0.8	74,020
I-24 Registered Nurse	0.6	0.6	0.6	0.6	0.6	53,646
I-22 Sanitarian	0.3	0.3	0.3	0.3	0.3	20,000
I-22 Health Agent	1.0	1.0	1.0	1.0	1.0	78,137
	3.7	3.7	3.7	3.7	3.7	324,993
CD&P TOTAL	19.7	19.7	19.7	19.7	19.7	1,492,518

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>COMMUNITY DEVELOPMENT/PLANNING</b>						
<b>GENERAL GOVERNMENT</b>						
011801 COMMUNITY DEVELOPMENT SALARIES						
5110 REG WAGES	1,235,473	1,249,568	1,258,999	1,258,999	1,269,176	1,308,851
5120 OVERTIME	10,958	10,966	25,000	25,000	25,000	25,000
5130 PART TIME	187,303	193,781	211,276	211,276	246,024	183,667
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT SALARIES	1,433,734	1,454,315	1,495,275	1,495,275	1,540,200	1,517,518
011802 COMMUNITY DEVELOPMENT EXPENSES						
5220 TELEPHONE	2,432	8,100	9,305	9,305	9,305	9,305
5231 MONTHLY TRANSP	18,840	18,840	21,800	21,800	19,000	19,000
5250 ADVERTISING	1,567	878	1,200	1,200	1,200	1,200
5270 PRINTING	2,620	3,680	4,200	4,200	4,200	4,200
5271 CREDIT CARD FEES	471	2,097	2,100	2,100	2,525	2,525
5286 MAINT/REP LAND	2,000	1,970	2,000	2,000	2,000	2,000
5295 OTHR SVCS	41,477	32,120	58,000	58,000	63,800	63,800
5310 OFFICE SUP	9,368	7,956	10,000	10,000	10,000	10,000
5322 VACCINATIONS/TESTING	758	1,186	1,000	1,000	1,000	1,000
5394 SUPPLIES/BOOKS	932	152	1,000	1,000	500	500
5420 OFFICE EQUIP	11,945	11,148	8,900	8,900	8,900	8,900
5710 TRAVEL	22,143	21,518	23,000	23,000	23,000	23,000
5730 DUES/SUBSCRIPTIONS	14,572	6,569	15,000	15,000	15,300	15,300
5715 PROF DEV	7,813	14,498	12,765	12,765	13,765	13,765
TOTAL COMMUNITY DEVELOPMENT EXPENSES	136,938	130,712	170,270	170,270	174,495	174,495
011801 COMMUNITY DEVELOPMENT SALARIES						
5831 FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL COMMUNITY DEVELOPMENT SALARIES	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>1,545,672</b>	<b>1,560,027</b>	<b>1,640,545</b>	<b>1,640,545</b>	<b>1,689,695</b>	<b>1,667,013</b>



# COMMUNITY SERVICES





# COMMUNITY SERVICES

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## Department Description

The Department of Community Services (DCS) provides social, educational, cultural and recreational opportunities to Andover residents of all ages. Daytime, evening and weekend classes, special events, trips, workshops, and public performances are offered throughout the year. Program booklets, created in-house, are mailed to residents three times a year and include seasonal program information on Youth Services and Elder Services in addition to the DCS programs. Program fees vary, making opportunities accessible to the whole community.

Community Services continues to incorporate residents' ideas into valued programs. Programs are created in a number of ways including word of mouth and active investigation of popular and trendy interests. A vigorous departmental effort continually improves services to our community. Increasing enrollments are attributed to repeat family participation, a repertoire of community-based instructors, online and telephone registration, overnight drop-box, and increased identification with the DCS booklet publication. Most programs are paid through user fees.

The operating budget finances three full time staff salaries and the day-to-day expenses of running a yearlong town-wide recreation program. User fees cover the expenses and payroll for seasonal staff. In addition to the operating budget the DCS has town meeting approval for use of a revolving account. Recreational trips, summer theater programs, sports and fitness programs, and the adult co-ed softball and Bob French Basketball leagues are examples of the programs funded through the revolving account. This account assists the DCS further by offsetting many expenses that had been funded through the operating budget such as two full time staff members, the maintenance of the grounds at Recreation Park and Pumps Pond, new programs, and some expenses associated with classes and programs, advertising, and facility rentals.

The DCS website features easy menus, an update scroll at the top of the page to give program changes at a glance, a headlines section featuring current programs, a calendar to show you what is happening or when classes begin, and program photos so you can see how residents are participating in our community activities. We hope that you will agree: Andover DCS is Community, Recreation, Together!

Facilities used for programming are Pumps Pond, Recreation Park, Andover Town House, Senior Center, The Park, local fitness centers, Greater Lawrence Technical High School, all Andover Public Schools, and other in and out of town sites. With Recreation Park under our auspices, the park is able to assist the DCS with reducing the overhead of running Pumps Pond. Coupling the two facilities to offer corporate functions will assist the DCS in reducing future budget requests. User fees help pay the expenses for seasonal maintenance and cleaning supplies. Through the mutual mission of educating its residents, the Andover School Department and Community Services have an agreement to open the public schools to community use through the DCS. The Department goal to offer as many school based activities as possible will not only allow convenient delivery of recreational programs to residents but will also help to reduce facility rental expenses incurred by using other locations.

DCS activities encompass a wide spectrum of programs including playgrounds, trips, the Pumps Pond aquatic program, special events, Bradford Ski Program, after-school enrichment classes, evening adult education courses, town-wide youth basketball leagues, youth sports, summer vacation programs, preschool events, the summer concert series, and community giving through events, outreach, and Family-to-Family programs.

Online registration is available for residents' convenience. Also available online: Emergency Information Sheets, class evaluations, registration forms, and flyers. Email blasts come from both the town emailing lists, if residents choose to subscribe to this service, and from DCS with program reminders and updates. Stop by and visit us at the Andover Town Offices, 36 Bartlet Street, 2nd floor.

Anyone wishing to apply for a seasonal employment can fill out an application, online at [www.andoverdcs.com](http://www.andoverdcs.com).

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## Mission Statement

To provide the residents of Andover a myriad of social, educational, cultural and recreational opportunities while embracing diversity and accessibility for all. Community Services strives to rate the pulse of the community and incorporate ideas into valued programs for its citizens now and in the future.

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# COMMUNITY SERVICES

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## FY2017 Objectives

### CLASSES AND ENRICHMENT SERVICES

- ♦ Continue to:
  - Add new classes into the mix of programs offered to residents.
  - Work in cooperation with community organizations and business to expand programming.
  - Increase enrollments through improved marketing.
  - Provide high quality, social, educational, and cultural programs.
  - Provide recreation and wellness opportunities.
  - Offer programs to residents of all ages as well as programs designed for specific age groups.
  - Offer morning programs to preschoolers and their parents.
  - Offer convenient daytime programming at the Youth Center, once operational.

### SPECIAL PROGRAMS

- ♦ Provide special events and programs to its residents through:
  - High quality family and youth activities.
  - Special events for children and their families with seasonal themes.

### SUMMER PROGRAMS

- ♦ Provide diverse, high quality sports & enrichment programs which meet the needs of residents including:
  - Recreational swimming, boating, and lessons at Poms Pond.
  - Rec Park Playground program open to all Andover residents at a very affordable cost.
  - A free community concert program during July and August in The Park.
  - A variety of weekly specialty themed programs.
  - A series of preschool age events in the Park.

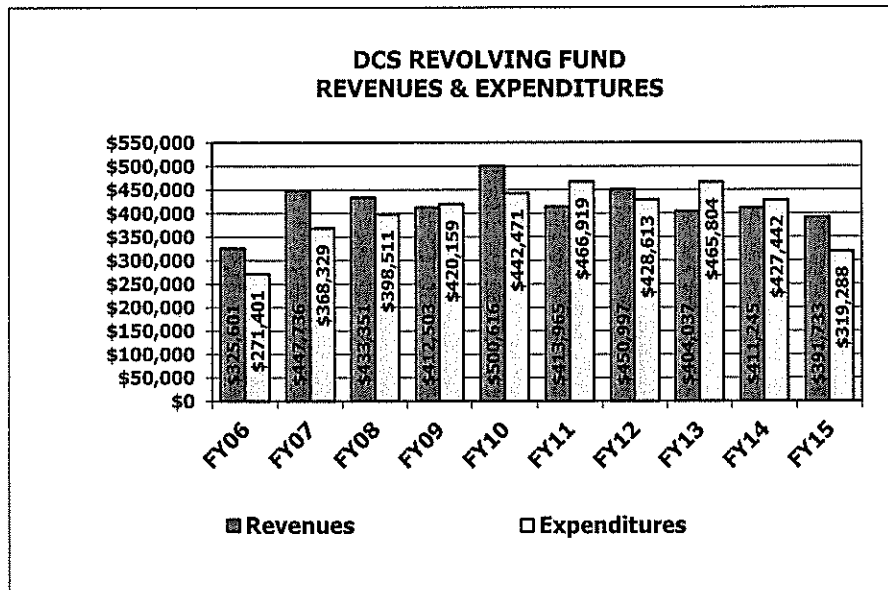
### RECREATION PARK & POMPS POND

- ♦ Provide a natural resource to residents by:
  - Maintaining the park, field, trails, and courts.
  - Maintaining the water quality at Poms Pond.
  - Upgrading facility structures and playground equipment.
  - Scheduling the complex for outings, events, and programs.
  - Offering both active and passive recreation opportunities.

### ADMINISTRATION

- ♦ Support program offerings through:
  - Streamlining online registration.
  - Communicating using social media like Facebook, Twitter, Instagram and Pinterest.
  - Redesigning website.
  - Promoting DCS activities through website updates.
  - Funding Concerts through sponsorships.

## DCS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$422,093
Most Recent:	\$402,338
Change from Benchmark:	-\$30,360
Change from Prior Year:	-\$19,512

# PERSONNEL DETAIL

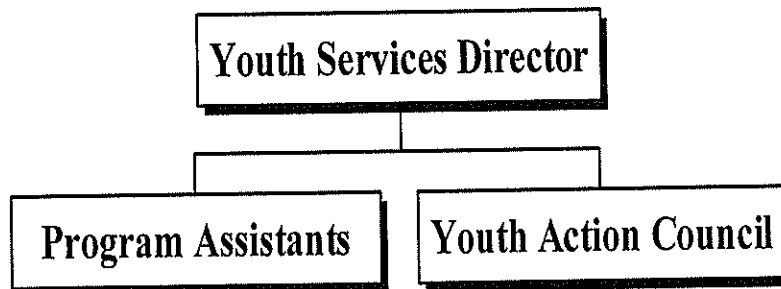
<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>COMMUNITY SERVICES</b>						
I-26 Director of Community Services	1.00	1.00	1.00	1.00	1.00	91,106
I-20 Recreation Coordinator	1.00	2.00	2.00	2.00	2.00	131,073
I-14 Administrative Secretary	1.00					
<u>Positions funded from program revenues</u>						
I-10 Office Assistant I			1.00	1.00	1.00	41,953
I-12 Finance Coordinator	1.00	1.00	1.00	1.00	1.00	42,710
I-14 Program Assistant	1.00	1.00				
TOTAL	5.00	5.00	5.00	5.00	5.00	306,842

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DEPT OF COMMUNITY SERVICES</b>						
<b>COMMUNITY SERVICES</b>						
016301 COMM SERVICES SALARIES						
5110 REG WAGES	206,143	210,720	215,348	215,348	222,179	222,179
5120 OVERTIME	-	-	700	700	700	700
5130 PART-TIME	60	-	-	-	-	-
5140 SEASONAL	233,452	208,047	238,000	238,000	238,000	238,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL COMM SERVICES SALARIES</b>	<b>439,655</b>	<b>418,767</b>	<b>454,048</b>	<b>454,048</b>	<b>460,879</b>	<b>460,879</b>
016302 COMM SERVICES EXPENSES						
5206 INSURANCE	-	-	-	-	-	-
5211 ELECTRICITY	3,779	2,374	5,900	5,900	5,900	5,900
5220 TELEPHONE	3,001	3,457	3,300	3,300	3,300	3,300
5225 POSTAGE	6,298	6,573	6,600	6,600	6,600	6,600
5231 TRANS ALLOWANCE	2,600	1,560	1,560	1,560	1,560	1,560
5282 REP-OFFICE EQUIP	2,130	2,062	2,200	2,200	2,200	2,200
5284 REP-COMPUTERS	7,076	7,326	8,550	8,550	8,550	8,550
5295 OTHR SVCS	168,490	179,310	170,000	170,000	170,000	170,000
5310 OFFICE SUPPLIES	4,977	5,230	5,000	5,000	5,000	5,000
5370 SUPPLIES CONSTRUCTION	13,106	6,985	9,550	9,550	9,550	9,550
5392 SUPPLIES RECREATION	28,183	25,476	30,000	30,000	30,000	30,000
5710 TRAVEL IN-STATE	2,244	2,809	3,345	3,345	3,345	3,345
5730 DUES/SUBSCRIPTIONS	1,225	579	1,165	1,165	1,165	1,165
<b>TOTAL COMM SERVICES EXPENSES</b>	<b>243,109</b>	<b>243,741</b>	<b>247,170</b>	<b>247,170</b>	<b>247,170</b>	<b>247,170</b>
016301 COMM SERVICES SALARIES						
5811 FROM SALE OF SERVICE	(533,004)	(504,358)	(520,000)	(520,000)	(550,000)	(550,000)
<b>TOTAL COMM SERVICES SALARIES</b>	<b>(533,004)</b>	<b>(504,358)</b>	<b>(520,000)</b>	<b>(520,000)</b>	<b>(550,000)</b>	<b>(550,000)</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>149,760</b>	<b>158,150</b>	<b>181,218</b>	<b>181,218</b>	<b>158,049</b>	<b>158,049</b>



# YOUTH SERVICES



# YOUTH SERVICES

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## Department Description

Our vision for a better community starts with the education and empowerment of youth. With this in mind, the Andover Youth Services provides the youth and families of Andover with programs that focus on: personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills. AYS receives ideas and concepts directly from the young people and then empowers the youth to make them happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new skate park, the programs the AYS creates and implements are immediate reflections of what the youth want and need. At the core of every AYS program is the belief that all young people – given tools, support and opportunity – can become leaders. We don't claim to create leaders; they emerge and self-select leadership roles as their AYS experience progresses. Additionally, the organization continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and the mission of AYS is to develop and maintain a program that has the ability to be flexible and encourage all youth to use their creativity, spontaneity, and energy in positive ways.

Celebrating 22 years of pioneering youth development work, the Andover Youth Services has the most comprehensive recreational, educational, social and support program for the 11-18 year old age group within Andover and beyond. The AYS follows a number of youth development goals based on literature from the Center For Youth Development and Policy Research. They include enhancing various aspects of a young person's identity including: a sense of safety and structure, high self-esteem, a feeling of having a future, a feeling of belonging to a community, a perception of responsibility and a sense of self-awareness. The organization also looks to improve various aspects of a young person's health including: physical, mental and intellectual, employability and civic and social involvement.

AYS programs trips are individual experiential learning platforms where counselors are purposefully engaged in the lives of participants with shared direct experience and focused reflection. Through expeditions like rock climbing, hiking, kayaking, or surfing, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships. Having good fun is always the central objective on any AYS excursion and highly-trained staff ensure that all participants are part of the experience, receive positive feedback, and interact with peers. Every part of our outings, from the dynamic introductions, up through the activity and conclusion of the day, is an opportunity for teachable moments and igniting passion for living in the moment.

The Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Over the course of the last 20 years, the AYS has provided hundreds of young people a chance to experience new programs, adventures, and activities with scholarships and sliding scale payment plans. AYS strives to create community-based programs that do not solely rely on fees or revenues. By eliminating financial restrictions, programs and activities become immediately more accessible for youth from all social backgrounds. AYS has relied on contributions from community organizations, local businesses, and corporations to fulfill our low or no fee philosophy.

The healthy growth and development of adolescents relies on families, schools, the health sector, and community organizations working collectively to launch all young people on a successful life course. Young people need organized activities that connect participants to new and challenging experiences that will expand knowledge, promote fitness, and develop increased communication skills and responsibility. The Andover Youth Services (AYS) takes on the responsibility of youth development by providing a dynamic program filled with experiences, learning, and adventures that enrich participant's lives, create community connections, and provide opportunities for personal growth.

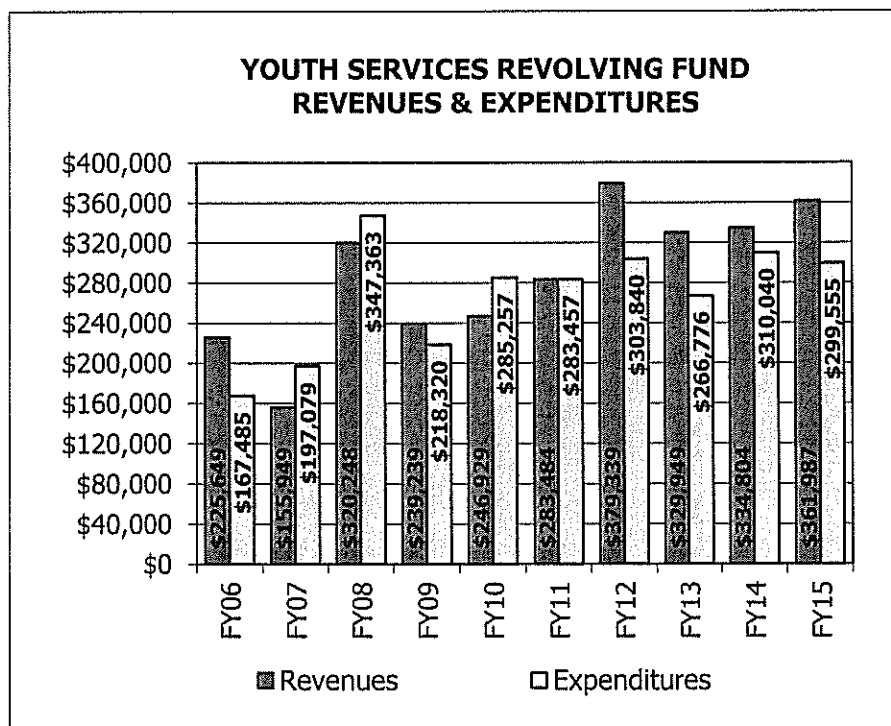
The Youth Services is happy to announce the opening of the Cormier Youth Center. We look forward to the positive impact this facility will offer the community and young people of Andover.

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## Mission Statement

The AYS aims to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families.

## AYS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$348,031
Most Recent:	\$342,247
Change from Benchmark:	-\$5,784
Change from Prior Year:	\$27,183



# PERSONNEL DETAIL

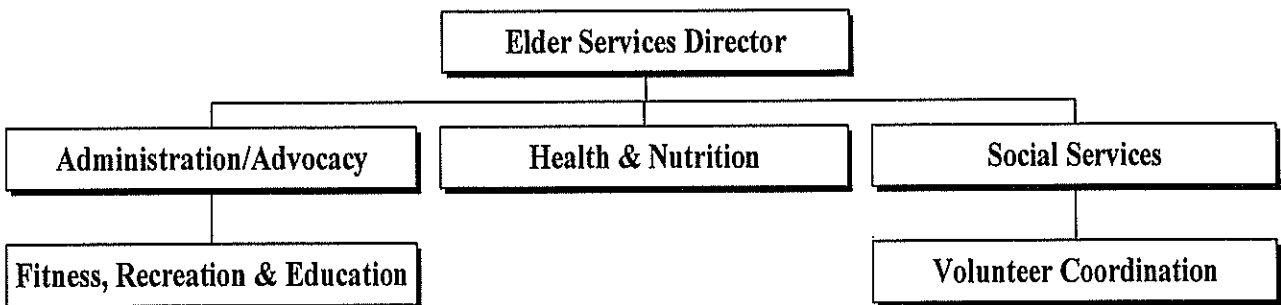
	<u>Position Classification</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>FTE FY2016</u>	<u>REQ FY2017</u>	<u>TMREC FY2017</u>	<u>TMREC FY2017</u>
<b>YOUTH SERVICES</b>							
I-26	Director of Youth Services	1.00	1.00	1.00	1.00	1.00	91,106
I-24	Assistant Director	1.00	1.00	1.00	1.00	1.00	83,935
I-22	Outreach Worker			1.00	1.00	1.00	70,565
I-20	Program Coordinator	1.00	2.00	1.00	3.00	1.00	60,959
<u>Positions funded by program revenues</u>							
I-14	Program Assistant II	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>46,954</u>
	<b>TOTAL</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>5.00</b>	<b>353,519</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>YOUTH SERVICES</b>						
<b>COMMUNITY SERVICES</b>						
<b>015421 YOUTH SERVICES SALARIES</b>						
5110 REG WAGES	257,261	249,859	299,732	299,732	426,565	306,565
5130 PART TIME	16,153	16,593	10,000	10,000	10,000	10,000
5140 SEASONAL	35,543	83,548	40,740	40,740	100,000	40,740
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL YOUTH SERVICES SALARIES</b>	<b>308,957</b>	<b>350,000</b>	<b>350,472</b>	<b>350,472</b>	<b>536,565</b>	<b>357,305</b>
<b>015422 YOUTH SERVICES EXPENSES</b>						
5211 ELECTRICITY	4,996	5,477	36,000	36,000	36,000	36,000
5212 NATURAL GAS	-	-	20,000	20,000	20,000	20,000
5220 TELEPHONE	4,046	3,476	4,310	4,310	4,310	4,310
5225 POSTAGE	-	53	200	200	200	200
5231 TRANS ALLOWANCE	2,400	2,400	2,400	2,400	2,400	2,400
5270 PRINTING	2,084	4,601	4,000	4,000	5,000	5,000
5292 RENTAL/FACILITIES	5,057	6,332	3,000	3,000	3,000	3,000
5295 OTHR SVCS	7,559	6,821	7,500	7,500	7,500	7,500
5310 OFFICE SUPPLIES	3,568	3,320	6,000	6,000	7,000	7,000
5321 FOOD	8,382	10,134	10,000	10,000	10,000	10,000
5355 AUTOMOTIVE FUEL	10,151	8,347	10,500	10,500	10,500	10,500
5370 SUPPLIES CONSTRUCTION	-	-	5,000	5,000	5,000	5,000
5392 SUPPLIES RECREATION	4,823	6,179	8,000	8,000	8,000	8,000
5710 TRAVEL IN-STATE	1,386	1,475	1,400	1,400	1,400	1,400
5715 PROFESSIONAL DEV	-	-	-	-	2,000	2,000
5730 DUES/SUBSCRIPTIONS	20	474	100	100	100	100
<b>TOTAL YOUTH SERVICES EXPENSES</b>	<b>54,472</b>	<b>59,089</b>	<b>118,410</b>	<b>118,410</b>	<b>122,410</b>	<b>122,410</b>
<b>56640 YOUTH SERVICES EXPENSES</b>						
AYF GIFT	-	-	(19,000)	(19,000)	(22,000)	(22,000)
<b>TOTAL YOUTH SERVICES</b>	<b>363,429</b>	<b>409,089</b>	<b>468,882</b>	<b>468,882</b>	<b>658,975</b>	<b>479,715</b>



# ELDER SERVICES



# ELDER SERVICES

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## Department Description

The Division of Elder Services, under the direction of the Town Manager, provides services and activities designed specifically to meet the needs of Andover residents who are 60+. A wide variety of cultural, educational and recreational programs are available for those who are very active and independent, as well as services designed to help those who are more frail live as independently as possible in the community. Families whether they live near or far, can find the assistance they need to help plan and provide for their loved ones. The Center at Punchard provides a focal point in the community; it is a place where people come together to share their many talents. Volunteers of all ages are essential to the many programs and services offered both here and in all other Town Schools and Departments. Without them we wouldn't be able to offer many of the services that are available. The Division is funded through a combination of Town budget, state and other grants, private donations and volunteers' time.

As we move forward we anticipate an increasingly diverse senior population. The "boomers", the group that was never going to get old, will begin to turn 70 this year and will have an increasing influence on the programs and services we provide. They will be redefining the face of those growing older! The 60+ population in Andover grew from 5,045 in the 2000 U.S. census to 6,447 in 2010, a 27% increase! One out of 6 residents is 60+; one out of 3 is 50+. As a community, we must be mindful of the impact of residents who have achieved "senior status". They share their vast array of skills and talents as volunteers and enrich all our lives. Of perhaps greater impact are the financial benefits to the community. The property taxes they pay help to sustain the high quality of life our residents expect and support the school system which continues to bring many families to Andover.

The ongoing challenge for the staff and volunteers is to be responsive to the needs and interests of elders and their families and to design and implement appropriate programs in the most efficient manner possible, while also planning for a continued increase of this age group. Building relationships in the community, sharing expertise, resources and support with other community groups whenever possible is also key to the success of the Division. A particular challenge is the connotation of what it means to be a senior. A frail person in need of assistance is a common image. Such misconceptions often prevent people who could benefit personally from participation in programs at the Center or who could benefit the community by volunteering their services from walking through the front door. We invite you to join us as we continue to enhance and expand this vital and essential community resource.

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## Vision

To create an environment where age is not a credential not a barrier.

## Mission Statement

To provide individuals, regardless of background, the opportunity to seek and readily find fulfillment and growth through programs and services that nurture mind, body and spirit.

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## FY2017 Objectives

- ✓ *A Check mark indicates substantial progress on a continuing goal.*

### HEALTH, WELLNESS & NUTRITION CENTER

- ♦ To develop a comprehensive two-year wellness plan to promote health/wellness programs and services for seniors
- ✓ Utilize local cable TV and our monthly show "There's Something About Andover" to disseminate information
- ♦ To complete an annual evaluation of nutritional services
- ✓ To provide a comprehensive nutrition education program
- ✓ To provide new opportunities for elders to access good nutrition
- ✓ To implement the accreditation process of the National Institute of Senior Centers, the National Association of Councils on Aging

### ADVOCACY

- ✓ To improve the status of elders through local, regional and national advocacy effort
- ✓ To identify and explore alternative funding sources to both expand the array of available programs and offset direct costs to seniors
- ✓ To develop COA Board sub-committees to identify, focus and advocate on specific community issues
- ✓ Advocate for increased housing options for residents age 55+

# ELDER SERVICES

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## INTERGENERATIONAL

- ✓ To develop new opportunities for intergenerational learning
- ✓ To co-ordinate with both the Andover Public Schools and Merrimack College in programming and activities involving cross generational learning
- ✓ Expand BoomerVenture initiative to reach residents age 50+

## SOCIAL SERVICE COORDINATION

- ✓ To increase and strengthen social, outreach and day care services.
- ✓ To collaborate with Geriatric Nurse Specialist and other area providers to meet growing mental health needs of elder population
- ✓ To improve coordination efforts with other service providers by improving internal systems, as well as program design and delivery
- ◆ To create an executive level community provider's network
- ✓ To develop and expand speaker series for the Parkinson's Disease Support Group, Caregivers Support Group and other interested members of the community
- ✓ To increase outreach efforts to "Sandwich Generation"
- ✓ To serve as a placement site for Graduate Social Work student
- ✓ To provide emergency preparedness training and information to staff and seniors in co-ordination with other Town Departments

## TRANSPORTATION

- ✓ To increase access to appropriate, affordable transportation, especially to the Senior Center, and for medical and shopping trips
- ✓ To recruit additional volunteer drivers for the Medical Transportation and Grocery Shopping programs
- ✓ To identify resources through the budget process and grants to expand the transportation program to meet the need for affordable, accessible transportation
- ✓ To continue to work with the COA sub-committee to address local transportation issues

## PROGRAMS & EDUCATION

- ✓ To provide increased opportunities for older adults, as well as "boomers", Town employees and other members of the community, who are not currently using the Center or its services to actively participate in cultural, educational and inter-generational programs
- ✓ To develop and implement on-line program registration
- ◆ Explore opportunities for expanded hours to meet customer needs; many age 60+ still working

## VOLUNTEER OPPORTUNITIES

- ✓ To continue to develop the number and quality of volunteer services at the Center
- ✓ To increase awareness in the community regarding the need for volunteers of all ages
- ◆ To improve volunteers' access to resource and training opportunities

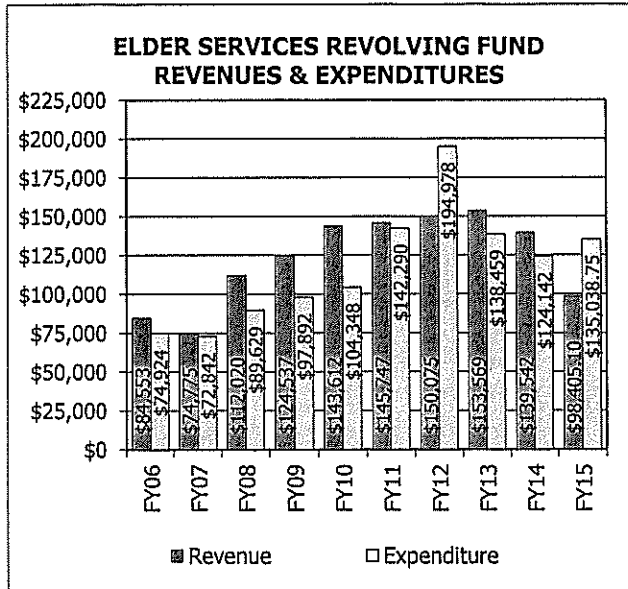
## HEALTH/WELLNESS INITIATIVE

- ✓ To improve access to a variety of events promoting nutritional well being
- ✓ To continue to work with Elder Services of the Merrimack Valley, the National Council on Aging and other agencies to offer evidence based programs, such as "Healthy Eating for Older Adults" and "My Life, My Health; Achieving A Healthier State of Living" curriculum in co-ordination with other health/wellness programming
- ✓ To improve access to affordable meals, despite state and federal cutbacks affecting budget and service delivery
- ◆ To expand outreach to area physicians regarding Wellness series, including: "Healthy Eating for Older Adults", "My Life, My Health; Achieving A Healthy State of Living" and Pain Management
- ◆ Expand concept of "Wellness Center" in accordance with MCOA guidelines

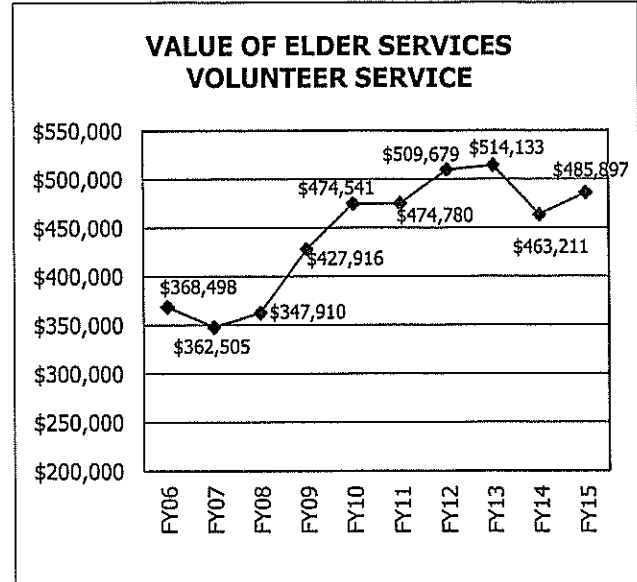
## COMMUNITY OUTREACH

- ✓ Expand Community Education opportunities through local media, including newspapers and cable TV
  - ✓ Collaborate with local churches and service organizations to increase awareness of available programs/services
  - ✓ Explore funding sources for community wide survey to identify issues/concerns
-

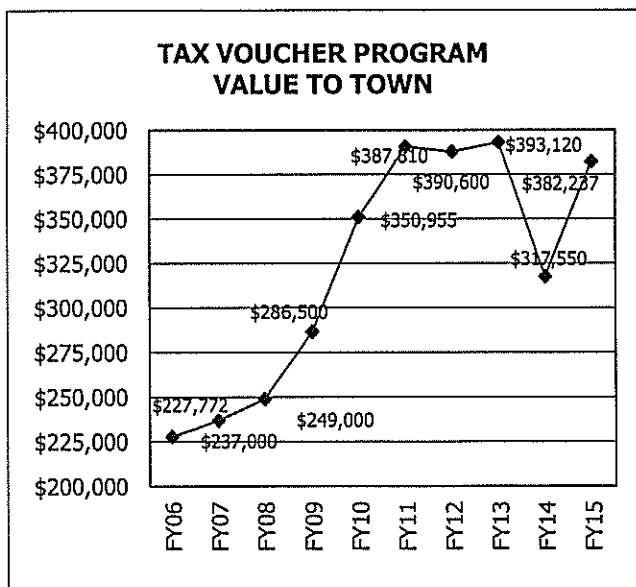
# ELDER SERVICES PERFORMANCE STATISTICS



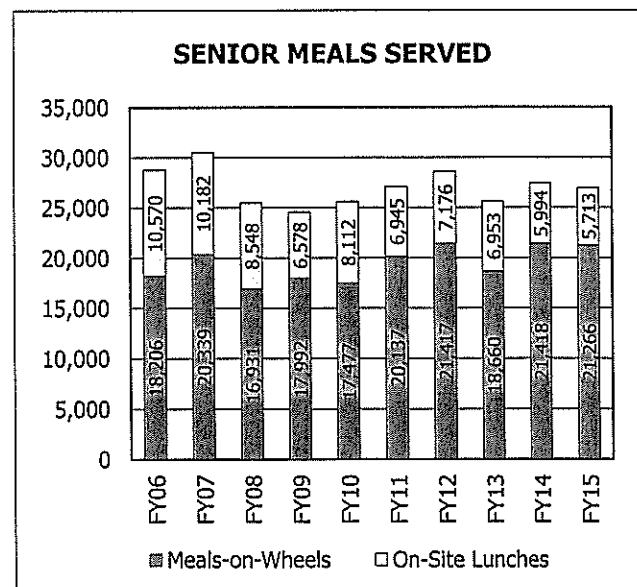
Benchmark - Revenue (prior 3-yr avg): \$147,729  
 Most Recent: \$98,405  
 Change from Benchmark: -\$49,324  
 Change from Prior Year: -\$41,137



Benchmark (prior 3-yr avg): \$495,674  
 Most Recent: \$485,897  
 Change from Benchmark: -\$9,777  
 Change from Prior Year: +\$22,686



Benchmark (prior 3-yr avg): \$366,160  
 Most Recent: \$382,237  
 Change from Benchmark: +\$16,077  
 Change from Prior Year: +\$64,687



Benchmark - Total Meals Served (prior 3-yr avg): 27,206  
 Most Recent: 26,979  
 Change from Benchmark: -227  
 Change from Prior Year: -433

# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>ELDER SERVICES</b>						
I-26 Director of Elder Services	1.00	1.00	1.00	1.00	1.00	92,530
I-22 Outreach Coordinator	1.00	1.00	1.00	1.00	1.00	69,703
I-20 Adult Social Day Care Coordinator	0.50	0.50	0.50	0.50	0.50	33,494
I-20 Program Coordinator	1.00	1.00	1.00	1.00	1.00	70,126
I-16 Executive Secretary	1.00	1.00	1.00	1.00	1.00	62,965
I-14 Intake Asst/Transportation Coor		1.00	1.00	1.00	1.00	46,857
I-12 Office Assistant II	1.00	1.00	1.00	1.00	1.00	46,903
I-12 Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	52,388
I-12 Intake Assistant	0.55					
I-12 Office Assistant II PT	0.55	0.55	0.55	0.55	0.55	26,405
I-12 Program Coordinator PT				0.52		
I-6 Drivers	1.15	1.15	1.15	1.15	1.15	43,473
I-4 Food Service Worker	0.55	0.55	0.55	0.55	0.55	20,450
<u>Senior Connections Program (funded by program revenues revolving account))</u>						
I-20 Adult Social Day Care Coordinator	0.50	0.50	0.50	0.50	0.50	27,932
I-6 Day Care Aide	1.00	1.00	1.00	1.00	1.00	41,544
I-6 Day Care Aide	0.55	0.55	0.55	0.55	0.55	22,810
TOTAL	11.35	11.80	11.80	12.32	11.80	657,580
TOTAL	11.35	11.80	11.80	12.32	11.80	657,580

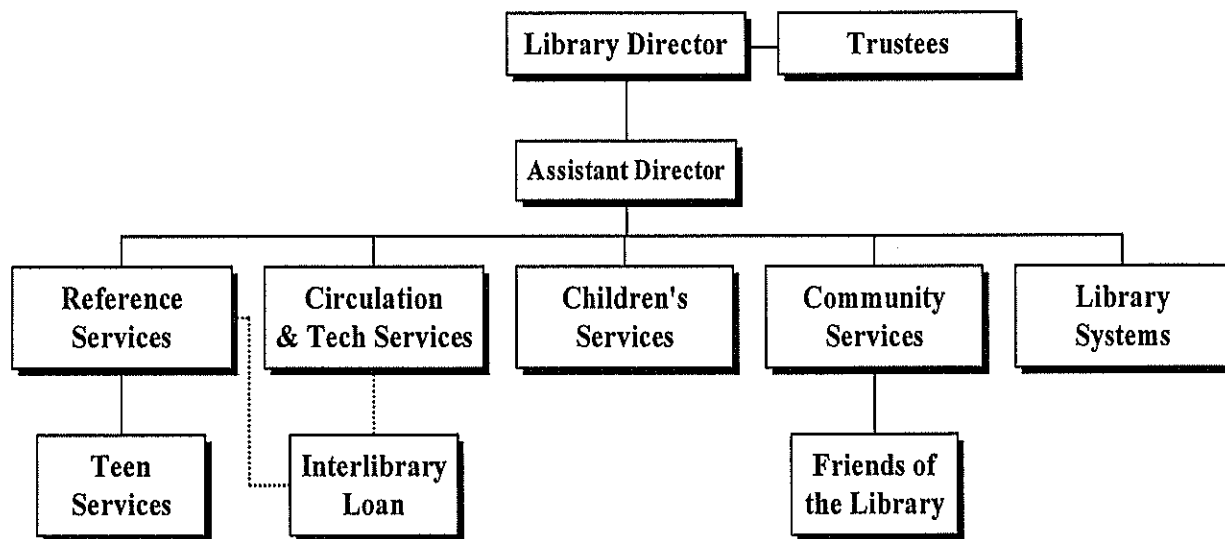
**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>ELDER SERVICES</b>						
<b>COMMUNITY SERVICES</b>						
015411 ELDER SERVICES SALARIES						
5110 REG WAGES	324,640	347,823	357,539	357,539	324,912	324,912
5120 OVERTIME	4,114	4,332	12,000	12,000	6,000	6,000
5130 PART TIME	195,950	181,629	204,488	204,488	273,312	240,382
5187 RETRO WAGES	-	-	-	-	-	-
5189 UNCLASSIFIED	-	-	-	-	-	-
TOTAL ELDER SERVICES SALARIES	524,704	533,784	574,027	574,027	604,224	571,294
015412 ELDER SERVICES EXPENSES						
5206 INSURANCE	15,085	21,407	-	-	-	-
5220 TELEPHONE	162	4,318	4,380	4,380	5,100	5,100
5250 ADVRTSNG	390	537	500	500	500	500
5270 PRINTING	901	1,741	3,600	3,600	20,000	3,600
5282 REP-OFFICE EQUIP	990	990	990	990	990	990
5291 RENT EQUIP	3,481	3,934	4,000	4,000	4,000	4,000
5294 CLOTHING ALLOWANCE	708	848	1,500	1,500	2,000	2,000
5295 OTHR SVCS	14,125	13,833	15,000	15,000	15,000	15,000
5310 OFFICE SUP	4,552	4,736	6,000	6,000	6,000	6,000
5321 FOOD	84,166	87,103	92,000	92,000	92,000	92,000
5330 OPERATING SUPPLIES	-	713	-	-	-	-
5350 SUPPLIES/EQUIPMENT	822	863	3,000	3,000	3,000	3,000
5355 AUTOMOTIVE	4,775	4,273	6,000	6,000	5,000	5,000
5394 SUPPLIES/BOOKS	-	-	300	300	300	300
5395 OTHER COMMODITIES	14,850	15,911	12,000	12,000	12,000	12,000
5710 TRAVEL IN-STATE	2,971	2,547	2,000	2,000	2,000	2,000
5730 DUES/SUBSCRIPTIONS	2,210	2,442	2,500	2,500	2,500	2,500
TOTAL ELDER SERVICES EXPENSES	150,188	166,196	153,770	153,770	170,390	153,990
015411 ELDER SERVICES SALARIES						
5801 FROM FEDERAL GRANTS	(63,429)	(56,890)	(59,000)	(59,000)	(59,000)	(59,000)
5811 FROM SALE OF SERVICE	(38,843)	(31,691)	(38,000)	(38,000)	(38,000)	(38,000)
TOTAL ELDER SERVICES SALARIES	(102,272)	(88,581)	(97,000)	(97,000)	(97,000)	(97,000)
<b>TOTAL ELDER SERVICES</b>	<b>572,620</b>	<b>611,399</b>	<b>630,797</b>	<b>630,797</b>	<b>677,614</b>	<b>628,284</b>





# MEMORIAL HALL LIBRARY



# LIBRARY

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## Department Description

Through a diverse blend of materials and services, Memorial Hall Library serves as the educational, informational, and cultural heart of the community. Because of the many programs it provides to all ages and the access it provides to library materials and information technology, approximately 1,000 people per day are counted going into the library. In addition, the library's web page provides access to another 250,000 visitors from outside the building. The library circulates approximately 550,000 items per year.

The **Library Systems Division**, working closely with library administration, Town IT, and MVLC consortium technology staff, is responsible for ensuring that both the public and staff have access to high quality electronic information products and a secure, reliable network infrastructure. The library's traditional mission and goals are more and more reliant on technology-based solutions. The Library Systems Division supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, staff and public training, and presentation technology in public meeting rooms. Increasingly, Library Systems staff design customized and innovative solutions that meet the evolving information needs of our users, and that increase the productivity of our staff.

The **Circulation Division (Customer Services Desk)** is the initial point of service for most adults using the library. This nerve center of library operations registers patrons, coordinates all loans of library materials, and manages overdue, lost and missing items, holds, book club kits, and museum passes.

The **Technical Services Division** is responsible for ordering, receiving, cataloging, preparing, and tracking expenditures of library materials. Catalog records are entered into the 36 member Merrimack Valley Library Consortium database and are available remotely to home users via a shared online catalog. Library users may access the online catalog and place holds or access their individual borrowing record at any time of the day or night.

The **Reference Division (Information Services)** is the core of the information services provided to the community. Whatever the question, the Reference librarians are prepared to search the library's collection of books, periodicals, the Internet, online databases, ebooks, and microforms to find the needed answer. Reference help is provided in person, by phone, and by email. The Reference Division maintains extensive business reference sources and manages the local history collection contained in the Andover Room. The Reference librarians provide readers' advisory services, assist visitors who want to use the Internet, email, and Microsoft Office products on the public workstations, and show patrons how to stream or download ebooks, audiobooks, music and movies to their computers and devices. Public copying, printing, faxing, and scanning services are available.

The **Children's Division** plans and provides services for children, birth through grade 5. Programs such as story hours, story crafts, music and summer reading programs form a continuing base of activities. All programs are planned to meet children's developmental needs. The Children's Room staff is especially mindful of the need to help children and their families select the materials they need to progress as readers and as learners.

The **Teen Division** (administratively a part of the Reference Department) supports middle and high school students with their studies and with teen-related collections and programming. Both the Children's and Teen divisions maintain a cooperative relationship with Andover schools, both public and private.

The **Community Services Division** organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities, serves as the library's liaison to the *Friends of Memorial Hall Library*, and supervises library volunteers. A major focus of the department is collaboration with other Town departments and organizations.

The **Interlibrary Loan Division** (administratively managed by the Assistant Director) processes loan requests for materials not held in the Merrimack Valley Library Consortium. The office also manages all Commonwealth Catalog and Mediated Interlibrary Loan items as well as network transfer activities. Items are borrowed from libraries in the Commonwealth and across the country.

# LIBRARY

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## Mission Statement

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of physical and electronic formats, as well as the space, technology, programs, and staffing essential to public library service in 2015.

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## Vision Statement

Memorial Hall Library is a community partner and community space dedicated to the free and open exchange of ideas. Library patrons experience Memorial Hall Library as a responsive, vital resource for meeting their individual and family needs. Lives are enriched through a lifelong relationship with literature, art, information, technology and each other.

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## FY2017 Objectives and Action Items

### OVERALL OBJECTIVES

- ♦ Work on the FY 16/17 Action Items in our *Five Year Strategic Plan*
- ♦ Enhance Drupal-based library web page
- ♦ Work with the Town to complete the Level 1 Roof Deck, and integrate it into our plan of service
- ♦ Work with the Town on facilities planning, including renovated rest rooms, replacement windows for Memorial Hall, and the painting of Memorial Hall and surrounding areas

### ADMINISTRATION/INFORMATION SERVICES/LIBRARY SYSTEMS

- ♦ Work with Town IT to install VoIP and an updated wireless network
- ♦ Continue the renovation of the library, creating more functional “people” space, better display of materials, more natural light, more power drops, new furniture, fresh paint, modern window shades, etc.
- ♦ Continue digitizing and indexing local newspapers currently on microfilm
- ♦ Take a leadership role in cooperative initiatives with MVLC related to shared electronic services
- ♦ Plan for the creation of a controlled access MakerSpace

### CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- ♦ Take a leadership role in MVLC as it explores the possibility of moving to a new Integrated Library System
- ♦ Continue to work on enhancing the Evergreen system and other cooperative regional initiatives
- ♦ Reorganize staff to meet evolving patron needs and provide enhanced patron services

### TEEN SERVICES

- ♦ Work collaboratively with community groups, Andover Youth Services, and the schools to meet the developmental and library needs of middle and high school students
- ♦ Coordinate with school librarians to organize and promote summer reading

### CHILDREN'S SERVICES

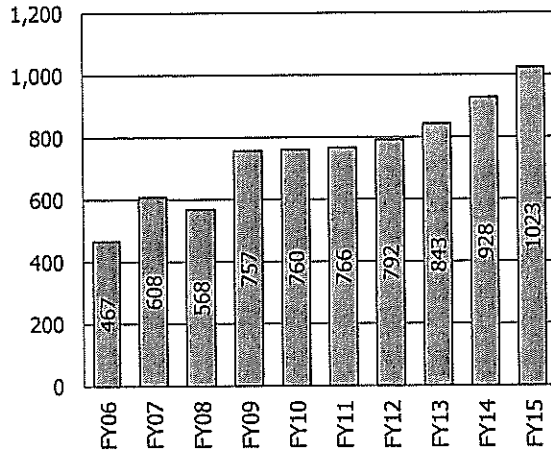
- ♦ Evaluate collections and reduce size appropriately to make more space available for patrons and programs
- ♦ Complete the renovation of the room to allow for more family use and interactions by bringing in new furnishings, early learning stations, optimized study tables, and updated computer work space
- ♦ Redevelop our Early Literacy space using the *Family Place Libraries* model

### COMMUNITY SERVICES

- ♦ Build on MHL's role as the cultural heart of Andover, by collaborating with community groups of all kinds
  - ♦ Develop our third AndoverReads galaxy of programs (*Boys in the Boat*)
  - ♦ Promote the economic health of the community by cooperation with *Andover Tomorrow* and the *Economic Development Council*, as well as designating space within the library for Andover specific information
-

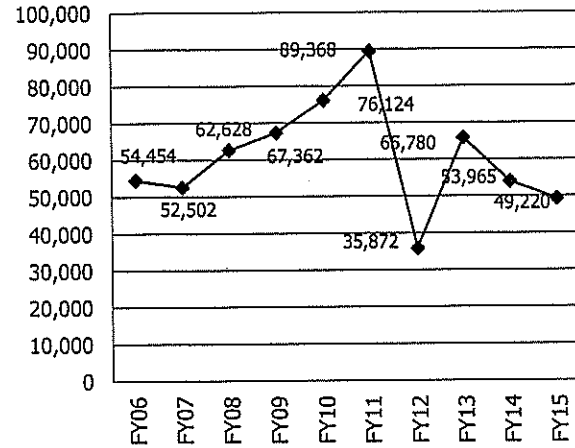
# LIBRARY PERFORMANCE STATISTICS

## LIBRARY PROGRAMS



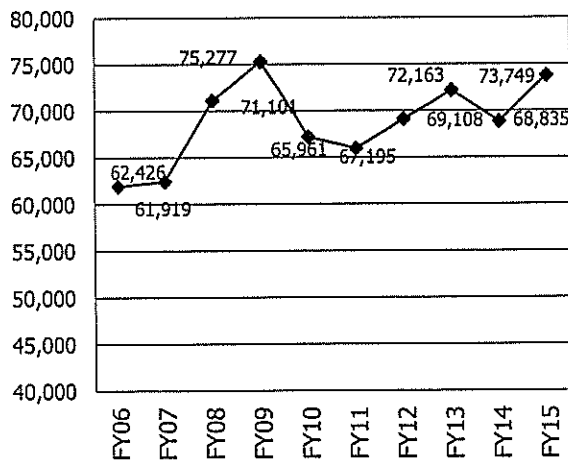
Benchmark (prior 3-yr avg):	854
Most Recent:	1,023
Change from Benchmark:	+169
Change from Prior Year:	+95

## PC & INTERNET USE



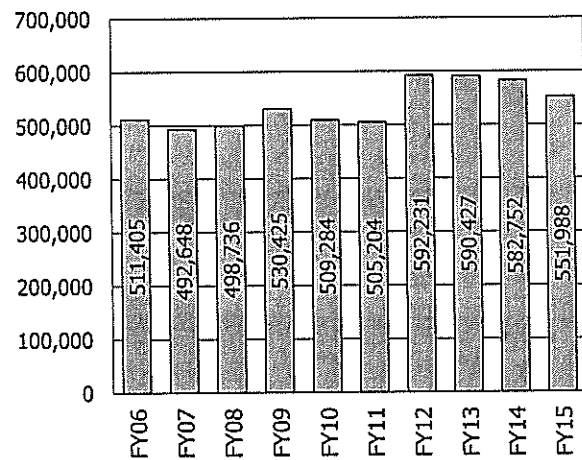
Benchmark (prior 3-yr avg):	51,872
Most Recent:	49,220
Change from Benchmark:	-2652
Change from Prior Year:	-4745

## REFERENCE QUESTIONS



Benchmark (prior 3-yr avg):	70,035
Most Recent:	73,759
Change from Benchmark:	+3,714
Change from Prior Year:	+4,914

## MATERIALS CIRCULATION



Benchmark (prior 3-yr avg):	588,470
Most Recent:	551,988
Change from Benchmark:	-36,482
Change from Prior Year:	-30,764

# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>MEMORIAL HALL LIBRARY</b>						
<u>Full Time</u>						
M-2 Library Director	1.0	1.0	1.0	1.0	1.0	111,709
I-26 Assistant Library Director	1.0	1.0	1.0	1.0	1.0	88,919
I-26 Coordinator Technical & Circulation Svc	1.0	1.0	1.0	1.0	1.0	80,971
I-24 Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	166,341
I-24 Library Systems Coordinator *		1.0	1.0	1.0	1.0	68,820
I-20 Librarian	6.0	6.0	6.0	8.0	8.0	530,843
I-20 Comm Services Librarian		1.0	1.0	1.0	1.0	63,268
I-18 Acquisitions Head	1.0	1.0	1.0	1.0	1.0	65,701
I-16 Executive Secretary	1.0	1.0	1.0	1.0	1.0	62,950
I-14 Library Asst II	2.0	2.0	2.0	2.0	2.0	108,368
I-12 Library Assistant	3.0	3.0	3.0	2.0	2.0	109,527
Unclassified						12,591
	18.0	20.0	20.0	21.0	21.0	1,470,008
<u>Part Time</u>						
I-20 Comm Services Librarians	1.0					
I-20 Librarians	1.8	1.8	1.8	0.6	0.6	82,536
I-12 Library Assistant	4.8	4.8	4.8	5.0	5.0	255,179
Pages and Aides						122,000
	7.6	6.6	6.6	5.6	5.6	459,715
GRAND TOTAL	25.6	26.6	26.6	26.6	26.6	1,929,723

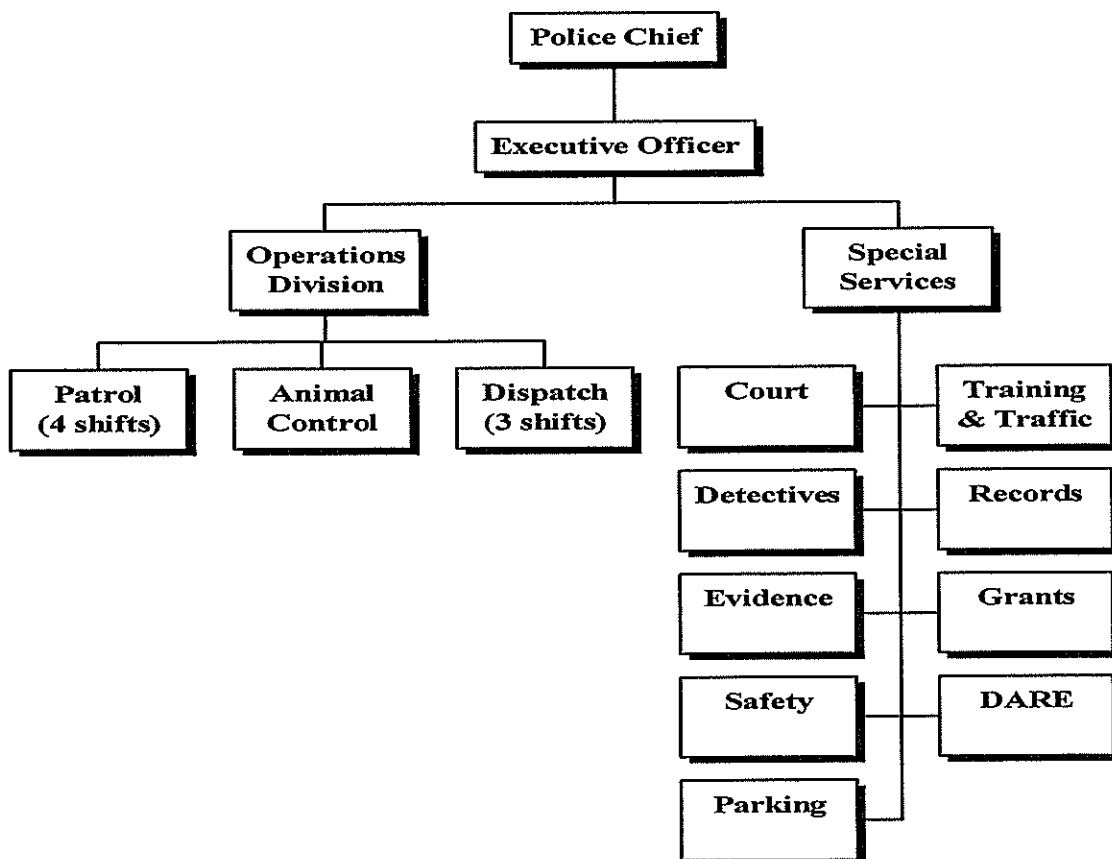
\* Moved to IT Dept. budget in FY12 - Moved back to Library in FY15

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

		FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>LIBRARY</b>							
<b>LIBRARY</b>							
016101	LIBRARY SALARIES						
	5110 REG WAGES	1,334,850	1,439,917	1,426,115	1,426,115	1,403,498	1,470,008
	5120 OVERTIME	50,563	56,557	67,200	67,200	67,200	67,200
	5130 PART TIME	516,546	483,137	518,668	518,668	526,224	459,714
	5187 RETRO WAGES	5,944	-	-	-	-	-
	5189 UNCLASSIFIED PAY	-	-	-	-	-	-
	<b>TOTAL LIBRARY SALARIES</b>	<b>1,907,903</b>	<b>1,979,611</b>	<b>2,011,983</b>	<b>2,011,983</b>	<b>1,996,922</b>	<b>1,996,922</b>
016102	LIBRARY EXPENSES						
	5211 ELECTRICITY	71,291	79,091	109,800	109,800	107,325	107,325
	5213 NATURAL GAS/OIL	33,819	28,536	30,250	30,250	30,000	30,000
	5220 TELEPHONE	6,040	5,939	4,000	4,000	4,000	4,000
	5225 POSTAGE	6,127	3,142	5,000	5,000	5,000	5,000
	5270 PRINTING	989	339	1,000	1,000	1,000	1,000
	5282 REP-OFFICE EQUIP	4,731	4,549	5,000	5,000	7,000	7,000
	5284 REP-COMPUTERS	83,237	84,312	86,309	86,309	87,250	87,250
	5295 OTHR SVCS	3,349	2,963	4,000	4,000	4,000	4,000
	5310 OFFICE SUPPLIES	2,964	3,798	4,000	4,000	4,000	4,000
	5330 SUPPLIES/BUILDING	19,665	20,595	22,000	22,000	24,000	24,000
	5350 SUPPLIES/EQUIPMENT	15,471	16,675	17,500	17,500	17,500	17,500
	5391 SUPPLIES/DATA PROC	-	-	-	-	-	-
	5394 SUPPLIES/BOOKS	320,060	320,471	330,000	330,000	330,000	330,000
	5430 OTHER EQUIPMENT	41,994	49,038	49,000	49,000	49,000	49,000
	5710 TRAVEL IN-STATE	1,055	590	1,500	1,500	1,500	1,500
	5730 DUES/SUBSCRIPTIONS	-	-	-	-	-	-
	<b>TOTAL LIBRARY EXPENSES</b>	<b>610,792</b>	<b>620,038</b>	<b>669,359</b>	<b>669,359</b>	<b>671,575</b>	<b>671,575</b>
	<b>TOTAL LIBRARY</b>	<b>2,518,695</b>	<b>2,599,649</b>	<b>2,681,342</b>	<b>2,681,342</b>	<b>2,668,497</b>	<b>2,668,497</b>



# POLICE



# POLICE

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## Department Description

The Andover Police Department is committed to providing the highest level of Public Safety to the Town of Andover and its community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. The Andover Police Department is accredited by the Massachusetts Police Accreditation Commission. We work with all other Town Departments as well as other State, Local and Federal Agencies to ensure that our mission can be accomplished and the Department can provide the maximum service to the community within the allocated budget. The Department is authorized to employ 53 full-time and 10 part-time sworn personnel. A police department serving a community with demographics such as Andover should have a full-time staff of 60-64 sworn officers. The Department utilizes civilian staff to supplement the sworn complement; however, it is imperative that the Town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The Department employs 22 civilian employees. There are 11 full-time civilian communicators and 2 part-time that dispatch Fire, Police, and Emergency Medical Services as well as field all 9-1-1 emergency calls for service. An Executive Assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Payroll, Detectives and Diversion.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Commander serves as the Deputy Emergency Management Director. Additionally the Department handles all Animal Control issues with 1 (one) Animal Control officer and all Parking enforcement with 1.5 Parking Enforcement Officers.

The Department is structured in two Divisions: Operations Division and Special Services Division. Each Division has a distinct chain of command based on a paramilitary hierarchy that allows for effective communications and deployment of personnel.

### OPERATIONS DIVISION:

**Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

**Investigations** - It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This Unit works with its regional partners conducts operations to thwart the drug epidemic and alcohol issues throughout the region.

### Specialized Patrol Units

**Mountain Bike Patrol** - Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into areas cruisers are unable to patrol.

**Motorcycle Patrol** - Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.

**K-9 Officer** - The Department has one specially trained officer and canine handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain.

**Tactical Officers** - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division and traffic reconstruction unit.

**Emergency Services** - Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.



# POLICE

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**Animal Control** – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and barns.

**Central Dispatch** – The purpose of the Central Dispatch is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all requests for service relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the backup Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

## **SPECIAL SERVICES DIVISION:**

**Parking Control** – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.

**Safety Program** – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

**School Resource Officer Program** – The SRO program was implemented in 2007 through a joint venture between the Andover Police Department and the Greater Lawrence Technical School. It was expanded in 2012 to include a School Resource Officer at the High School. These partnerships with both schools will allow us to assist in providing a safer learning environment.

**Crime Prevention and Public Education** – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center. The Department also provides training to both public and private entities on workplace violence and techniques and training to prepare and protect employees.

**Training** - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety-related classes and the tracking of such programs.

**Records** – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.

**Traffic Division** – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

# POLICE

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**Prosecution** - The Prosecution section handles all interaction between the Police Department and all levels of the court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

**Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

## **EMERGENCY MANAGEMENT:**

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resources used. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training, radio communications and inter-department coordination are the four main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover while working closely with other Town leaders.

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## **Mission Statement**

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.

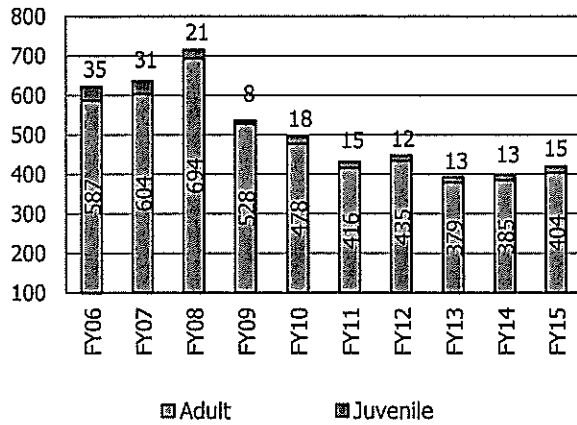
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## **FY2017 Objectives**

- ♦ To develop and maintain programs aimed at crime prevention.
  - ♦ To provide for positive enforcement measures against established criminal activities.
  - ♦ To maintain our current, and expand community policing programs within the community.
  - ♦ To facilitate a proper response to all calls for service from the community.
  - ♦ To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
  - ♦ To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services within our operating budget.
  - ♦ To continue to provide outstanding Police Services, Emergency Management Services, Animal Control Services and Parking Services for the Andover Community.
  - ♦ Continue to evaluate and develop the Downtown Parking Program to ensure safe and effective traffic movement in the Business District.
  - ♦ To provide Education, Training and Counseling to the Community on Substance Abuse by hiring trained and educated professionals to conduct these tasks.
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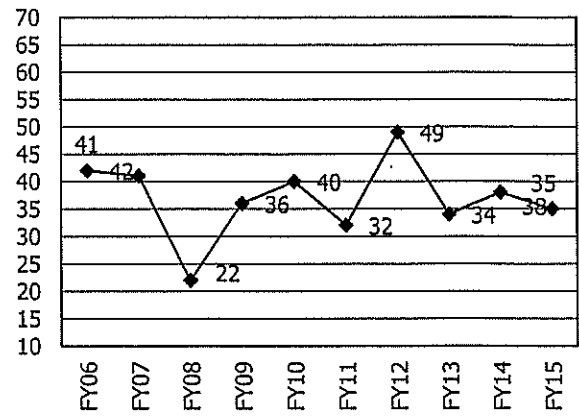
# POLICE PERFORMANCE STATISTICS

## ARRESTS



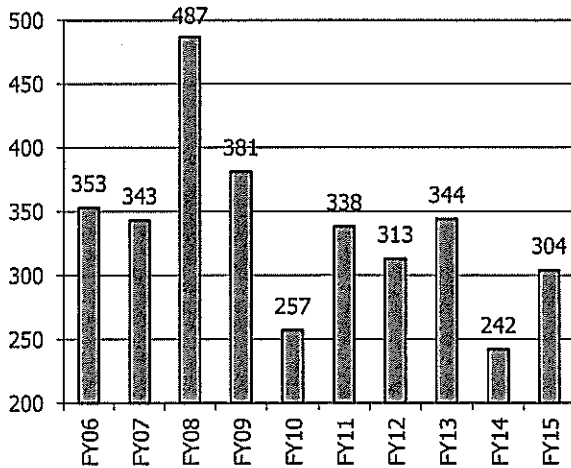
Benchmark - Adult (prior 3-yr avg):	400
Most Recent:	404
Change from Benchmark:	4
Change from Prior Year:	19

## ASSAULTS



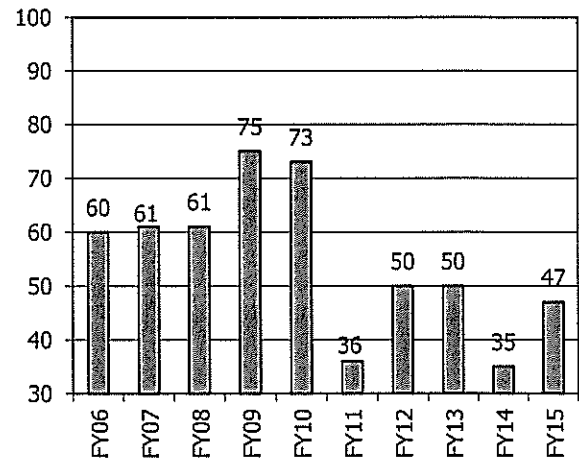
Benchmark (prior 3-yr avg):	40
Most Recent:	35
Change from Benchmark:	-5
Change from Prior Year:	-3

## LARCENY



Benchmark (prior 3-yr avg):	300
Most Recent:	304
Change from Benchmark:	4
Change from Prior Year:	62

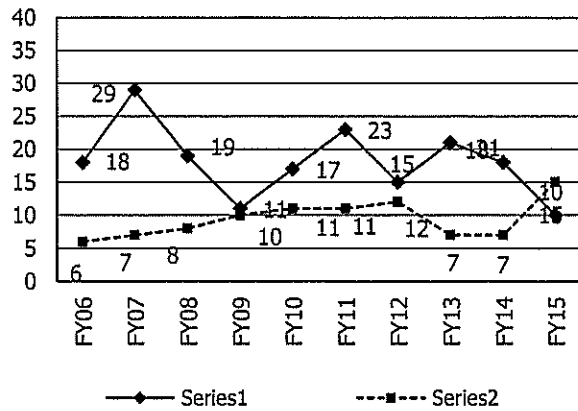
## BREAKING & ENTERING



Benchmark (prior 3-yr avg):	45
Most Recent:	47
Change from Benchmark:	2
Change from Prior Year:	12

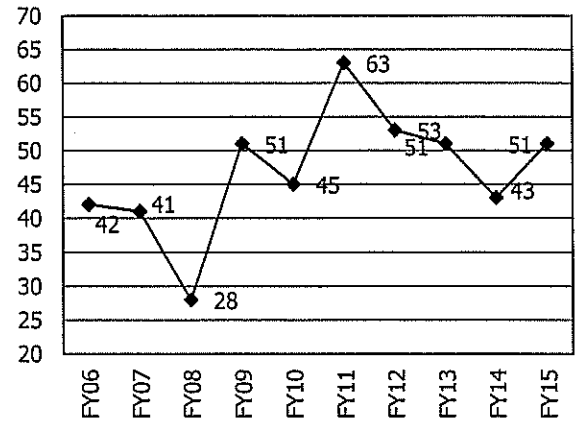
# POLICE PERFORMANCE STATISTICS

## STOLEN VEHICLES & BICYCLES



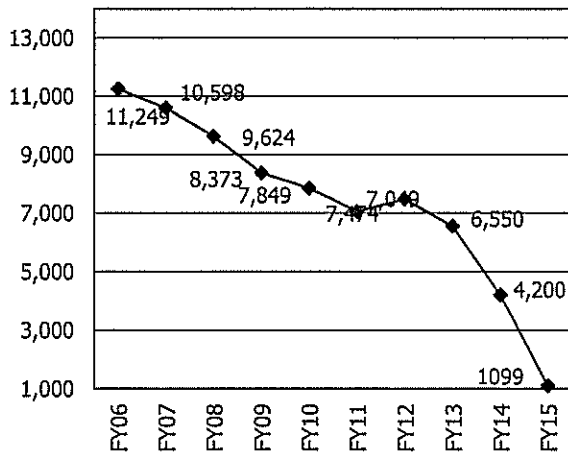
Benchmark - Motor Vehicles (prior 3-yr avg):	18
Most Recent:	10
Change from Benchmark:	-8
Change from Prior Year:	-8

## DOMESTIC ABUSE



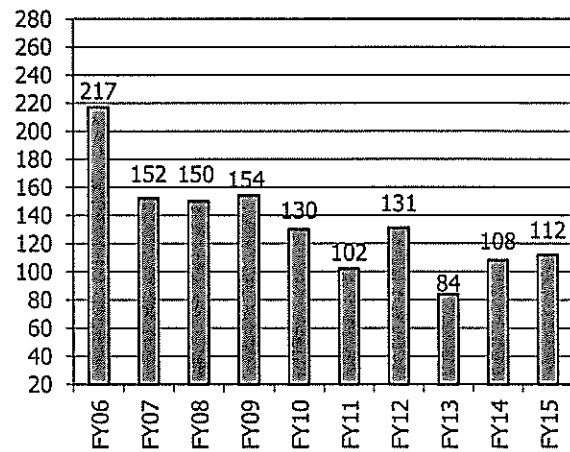
Benchmark (prior 3-yr avg):	49
Most Recent:	51
Change from Benchmark:	2
Change from Prior Year:	8

## PARKING VIOLATIONS



Benchmark (prior 3-yr avg):	6075
Most Recent:	1099
Change from Benchmark:	-4976
Change from Prior Year:	-3101

## VANDALISM



Benchmark (prior 3-yr avg):	108
Most Recent:	112
Change from Benchmark:	4
Change from Prior Year:	4

# PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>FTE FY2016</u>	<u>REQ FY2017</u>	<u>TMREC FY2017</u>	<u>TMREC FY2017</u>
<b>POLICE DEPARTMENT</b>							
M-3	Chief of Police	1.0	1.0	1.0	1.0	1.0	159,529
R	Lieutenant	6.0	6.0	6.0	6.0	6.0	774,612
Q	Sergeant	8.0	8.0	8.0	8.0	8.0	846,382
P	Patrol Officers *	37.0	37.0	37.0	37.0	37.0	2,931,079
P	School Patrol Officer **	1.0	1.0	1.0	1.0	1.0	67,480
	Less Andover School Contribution						(46,717)
I-12	Office Assistant II		1.0	1.0	1.0	1.0	52,391
I-16	Office Assistant III	1.0	1.0	1.0	1.0	1.0	62,012
I-18	Executive Assistant	1.0	1.0	1.0	1.0	1.0	66,015
I-12	Records Clerk	2.0	2.0	2.0	2.0	2.0	107,995
I-26	Community Support Coordinator			1.0	1.0	1.0	78,613
	Unclassified						225,175
		57.0	58.0	59.0	59.0	59.0	5,324,566
<u>Part-Time</u>							
	Alternative Sentencing Program						8,616
	Office Asst II (Full-time FY15)	0.5					
	New Horizons after school program	0.5	0.5	0.5	0.5	0.5	25,000
	Reserve Officers						25,000
	Matrons						4,308
		1.0	0.5	0.5	0.5	0.5	62,924
<u>CENTRAL DISPATCHING</u>							
D2	Dispatch Supervisor	1.0	1.0	1.0	1.0	1.0	68,889
D1	Dispatcher	10.0	10.0	10.0	10.0	10.0	608,634
	Reserve Dispatchers						35,000
		11.0	11.0	11.0	11.0	11.0	712,523
<u>ANIMAL CONTROL</u>							
I-16	Animal Control Officer	1.0	1.0	1.0	1.0	1.0	65,135
		1.0	1.0	1.0	1.0	1.0	65,135
<u>PARKING CONTROL</u>							
I-12	Parking Control Supervisor	1.0	1.0	1.0	1.0	1.0	55,863
I-10	Parking Control Assistant	0.5	0.5	0.5	0.5	0.5	19,590
		1.5	1.5	1.5	1.5	1.5	75,453
<b>GRAND TOTAL</b>		<b>71.5</b>	<b>72.0</b>	<b>73.0</b>	<b>73.0</b>	<b>73.0</b>	<b>6,240,601</b>

Notes: \*39 positions authorized, 38 funded

\*\*One Patrol Officer funded partially by Greater Lawrence Technical High School

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE DEPARTMENT</b>						
<b>PUBLIC SAFETY</b>						
012101 POLICE DEPT SALARIES						
5110 REG WAGES	4,818,519	4,877,894	5,052,359	5,052,359	5,324,566	5,324,566
5111 ILD INJURED ON DUTY	49,993	85,196	-	-	-	-
5123 MISC OT	709,458	807,925	840,000	840,000	860,000	860,000
5125 COURT DUTY	83,896	74,330	100,000	100,000	100,000	100,000
5127 INVESTIGATIONS	8,804	9,773	9,460	9,460	12,000	12,000
5130 PART TIME	58,380	35,129	62,924	62,924	62,924	62,924
5187 RETRO WAGES	132,431	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-	-
TOTAL POLICE DEPT SALARIES	5,861,481	5,890,247	6,064,743	6,064,743	6,359,490	6,359,490
012102 POLICE DEPT EXPENSES						
5211 ELECTRIC	100,336	115,913	110,000	110,000	141,000	141,000
5213 NATURAL GAS/OIL	58,666	60,422	65,000	65,000	65,000	50,000
5220 TELEPHONE	53,945	57,357	35,000	35,000	35,000	35,000
5225 POSTAGE	4,335	3,279	5,000	5,000	5,000	5,000
5285 REP/OTHER EQUIP	113,681	107,037	116,300	116,300	142,000	142,000
5287 REPAIRS/RADIO EQUIP	72,014	70,890	88,000	88,000	88,000	88,000
5291 EQUIPMENT RENTAL	25,150	30,636	35,600	35,600	35,600	35,600
5294 CLOTHING ALLOWANCE	70,689	74,249	76,200	76,200	76,200	76,200
5295 OTHR SVCS	32,650	61,475	65,500	65,500	65,500	65,500
5296 MEDICAL EXPENSES	62,612	17,943	25,000	25,000	25,000	25,000
5310 OFFICE SUPPLIES	7,923	10,168	10,000	10,000	10,000	10,000
5350 OPERATING SUPPLIES	80,356	60,704	85,000	85,000	85,000	85,000
5355 AUTOMOTIVE FUEL	115,669	85,950	125,000	125,000	125,000	111,000
5395 OTHER COMMODITIES	46,867	47,883	56,000	56,000	72,700	66,000
5410 MACHINERY/EQUIPMENT	31,015	34,026	42,500	42,500	42,500	42,500
5710 TRAVEL IN STATE	428	3,730	2,000	2,000	2,000	2,000
5715 PROF DEV	9,995	16,372	17,000	17,000	17,000	17,000
5720 TRAVEL OUT OF STATE	-	-	-	-	-	-
5730 DUES/SUBSCRIPTIONS	16,245	16,665	17,000	17,000	17,000	17,000
TOTAL POLICE DEPT EXPENSES	902,576	874,699	976,100	976,100	1,049,500	1,013,800
012101 POLICE DEPT SALARIES						
5811 FROM SALE OF SERVICE	(92,297)	(80,914)	(80,000)	(80,000)	(75,000)	(75,000)
5831 FROM RESERVE FUNDS	(75,405)	(85,405)	(67,010)	(67,010)	(77,047)	(82,047)
TOTAL POLICE DEPT SALARIES	(167,702)	(166,319)	(147,010)	(147,010)	(152,047)	(157,047)
<b>TOTAL POLICE DEPARTMENT</b>	<b>6,596,355</b>	<b>6,598,627</b>	<b>6,893,833</b>	<b>6,893,833</b>	<b>7,256,943</b>	<b>7,216,243</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE CENTRAL DISPATCH</b>						
<b>PUBLIC SAFETY</b>						
012151 CENTRAL DISPATCH SALARIES						
5110 REG WAGES	610,072	682,798	684,404	684,404	677,523	677,523
5123 MISC OT	101,458	113,612	100,000	100,000	110,000	110,000
5130 PART TIME	26,427	25,967	35,000	35,000	35,000	35,000
5186 OVERTIME RETRO	19,994	-	-	-	-	-
TOTAL CENTRAL DISPATCH SALARIES	757,951	822,377	819,404	819,404	822,523	822,523
012152 CENTRAL DISPATCH EXPENSES						
5285 REP/OTHER EQUIP	2,403	2,497	2,500	2,500	2,500	2,500
5287 REPAIRS/RADIO EQUIP	3,586	6,802	4,200	4,200	5,000	5,000
5291 EQUIPMENT RENTAL	4,120	5,171	4,550	4,550	5,000	5,000
5294 CLOTHING ALLOWANCE	5,033	4,816	5,500	5,500	5,500	5,500
5310 OFFICE SUPPLIES	281	473	500	500	500	500
5350 OPERATING SUPPLIES	6,045	4,139	5,860	5,860	5,860	5,860
5420 OFFICE EQUIPMENT	1,548	1,371	1,502	1,502	1,502	1,502
5710 TRAVEL	-	-	1,200	1,200	-	-
5715 PROFESSIONAL DEVELOPMENT	-	-	-	-	1,200	1,200
TOTAL CENTRAL DISPATCH EXPENSES	23,016	25,269	25,812	25,812	27,062	27,062
<b>TOTAL POLICE CENTRAL DISPATCH</b>	<b>780,967</b>	<b>847,646</b>	<b>845,216</b>	<b>845,216</b>	<b>849,585</b>	<b>849,585</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE EMERGENCY PREPAREDNESS PUBLIC SAFETY</b>						
012171 EMERGENCY PREP SALARIES						
5130 PART TIME	1,497	1,502	1,500	1,500	1,500	1,500
TOTAL EMERGENCY PREP SALARIES	1,497	1,502	1,500	1,500	1,500	1,500
012172 POLICE - EMERGENCY PREP EXPENSES						
5220 TELEPHONE	537	540	564	564	564	564
5310 OFFICE SUPPLIES	261	82	300	300	300	300
5350 OPERATING SUPPLIES	2,464	2,572	2,500	2,500	2,500	2,500
5360 REPAIR PARTS/EQUIP	80	6,000	17,000	17,000	17,000	17,000
TOTAL EMERGENCY PREP EXPENSES	3,342	9,194	20,364	20,364	20,364	20,364
<b>TOTAL POLICE EMERGENCY PREP</b>	<b>4,839</b>	<b>10,696</b>	<b>21,864</b>	<b>21,864</b>	<b>21,864</b>	<b>21,864</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE ANIMAL CONTROL PUBLIC SAFETY</b>						
012161 POLICE ANIMAL CONTROL SALARIES						
5110 REG WAGES	65,028	65,207	65,135	65,135	65,135	65,135
5120 OVERTIME	2,888	3,328	3,000	3,000	5,000	3,000
TOTAL POLICE ANIMAL CONTROL SALARIES	67,916	68,535	68,135	68,135	70,135	68,135
012162 POLICE ANIMAL CONTROL EXPENSES						
5294 CLOTHING ALLOWANCE	1,000	992	1,000	1,000	1,000	1,000
5295 OTHER SERV	3,222	4,388	3,400	3,400	5,000	5,000
5310 OFFICE SUPPLIES	479	-	300	300	300	300
5350 OPERATING SUPPLIES	987	638	1,000	1,000	1,000	1,000
TOTAL POLICE ANIMAL CONTROL EXPENSES	5,688	6,018	5,700	5,700	7,300	7,300
<b>TOTAL POLICE ANIMAL CONTROL</b>	<b>73,604</b>	<b>74,553</b>	<b>73,835</b>	<b>73,835</b>	<b>77,435</b>	<b>75,435</b>

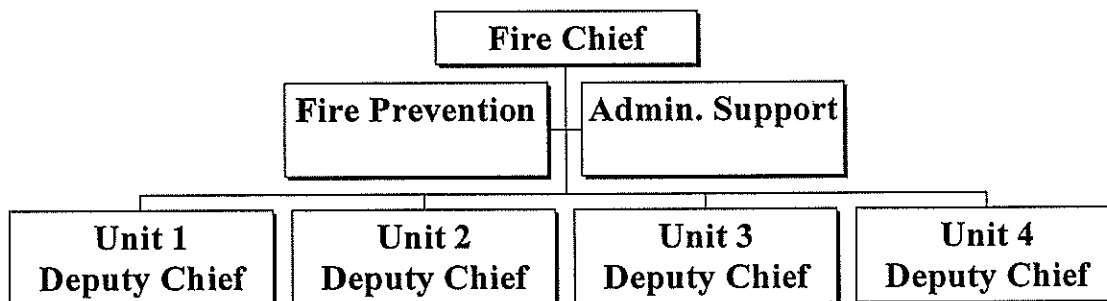


**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE PARKING CONTROL PUBLIC SAFETY</b>						
012181 PARKING CONTROL SALARIES						
5110 REG WAGES	55,770	55,923	55,863	55,863	55,863	55,863
5120 OVERTIME	1,080	2,151	1,200	1,200	1,500	1,500
5130 PART TIME	26,584	15,186	18,927	18,927	19,590	19,590
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL PARKING CONTROL SALARIES	83,434	73,260	75,990	75,990	76,953	76,953
012182 PARKING CONTROL EXPENSES						
5206 INSURANCE	15,085	15,387	16,000	16,000	-	-
5294 CLOTHING ALLOWANCE	1,852	2,013	1,000	1,000	1,000	1,000
5310 OFFICE SUPPLIES	8,037	14,405	20,000	20,000	25,000	20,000
5350 OPERATING SUPPLIES	14,954	26,862	30,000	30,000	30,000	30,000
TOTAL PARKING CONTROL EXPENSES	39,928	58,667	67,000	67,000	56,000	51,000
012181 PARKING CONTROL SALARIES						
5831 FROM RESERVE FUNDS	(83,095)	(73,260)	(75,990)	(75,990)	(76,953)	(76,953)
TOTAL PARKING CONTROL SALARIES	(83,095)	(73,260)	(75,990)	(75,990)	(76,953)	(76,953)
012182 PARKING CONTROL EXPENSES						
5831 FROM RESERVE FUNDS	(41,500)	(51,335)	(67,000)	(67,000)	(56,000)	(51,000)
TOTAL PARKING CONTROL EXPENSES	(41,500)	(51,335)	(67,000)	(67,000)	(56,000)	(51,000)
<b>TOTAL PARKING CONTROL</b>	<b>(1,233)</b>	<b>7,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# FIRE & RESCUE



# FIRE RESCUE

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## Department Description

**Andover Fire Rescue**, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life, property and the environment, in the most efficient, cost effective manner possible. Its mission is to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural and man-made disasters; prevent loss to property from fire or fire-related services; increase public education, code enforcement and awareness among area citizens. Andover Fire Rescue provides these services through the following divisions:

**The Administration Division** is responsible for managing the organization's daily operations including the operating budget; purchasing; personnel and payroll records for seventy employees; hiring of new employees; developing management policies; rules and regulations, evaluating and expanding the use of advanced technologies within the organization; and providing administrative and support services to those internal and external customers who require it. The Administrative Division also ensures that all policies and procedures are in compliance with all state and federal legislation to include code enforcement and inspections, response, safety, and personnel resources.

**The Fire Suppression Division** focuses on response and mitigation to a myriad of fire types in an effort to minimize life and property loss. The personnel assigned to this division are also prepared to respond efficiently to various types of technical rescue incidents such as, water, trench, confined space, structural collapse and heights. Personnel are also trained to respond to and begin the mitigation of hazardous materials incidents. In addition, their efforts include answering requests for service that may lead to the early discovery and/or prevention of fires and other life safety issues.

**The Emergency Medical Services Division** provides emergency medical service for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are billed for the ambulance service through the utilization of a third-party insurance billing agency.

**The Fire Prevention Division** personnel ensure that state fire codes and permitting processes are followed in the construction of new buildings and the rehabilitation of older occupancies. This division is responsible for the implementation and supervision of all fire and life safety inspection programs within the Town of Andover. Public education programs specific to target audiences such as children and the elderly are also organized through this division.

**The Training Division** is coordinated by a Deputy Chief who has the additional responsibility of the Training Officer. The Training Officer develops training programs and instructors deliver additional training programs to all Andover Fire Rescue personnel from the Massachusetts Fire Academy and additional certifying agencies. All personnel are required to participate in several hundred hours of instruction on an annual basis on topics that include: technical rescue, basic firefighting skills, hazardous materials response, emergency medical response, information technology, and other incident specific programming.

**The Maintenance Division** in conjunction with Municipal Services Department personnel is supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles and scores of hydraulic, pneumatic, electric and gas powered hand tools. This program is in place to insure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine companies and truck companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications.

**The Fire Investigation Unit** is coordinated by the fire investigator who responds to all fires that are suspicious in nature. Working with federal, state and local law enforcement agencies, all suspicious fires are thoroughly investigated and when necessary, followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

# FIRE RESCUE

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## Mission Statement

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies.

The organization provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response.

Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

We are dedicated to assisting those in need regardless of the severity of the problem.

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## Vision Statement

For the next several years, Andover Fire Rescue will be an organization whose personnel function as a cohesive team that is empowered, effective and enthusiastic with the services we provide to our community.

We will be recognized as a regional leader by our community, neighbors and peers and enthusiastically supported by our community, which views us with pride, respect, and confidence.

Our mission will be accomplished by a physically fit, healthy and increasingly diverse workforce, that are well trained in a multitude of core and specialized skills and empowered with a high level of involvement in our success.

Our equipment will be dependable, capable and consistent with the needs of our community that embraces cutting edge technology with an emphasis placed on firefighter safety.

Andover Fire Rescue will meet the challenges of the future through:

- ♦ Implementation of a unified and functional organizational structure that will include the increasing of staff and incident response personnel.
  - ♦ A responsive organizational structure that will openly communicate and respond to the personnel and the citizens within community.
  - ♦ Development of adequate facilities that are properly located and designed so as to provide optimum response time and quality service delivery.
  - ♦ Creation of additional community outreach opportunities through increased public education, public relations and fire prevention programs.
  - ♦ Embracing training programs that are comprehensive and inclusive of core firefighting and Emergency Medical Service competencies as well as technical rescue skills.
  - ♦ Utilization of existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.
  - ♦ Development of a fully integrated and interoperable radio communications system that will provide increase firefighter safety at all multi-agency responses.
  - ♦ Development and implementation of a complete wellness program to ensure all personnel are physically healthy and mentally fit.
  - ♦ Promoting and maintaining a positive work environment.
- 

## Value Statement

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

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# FIRE RESCUE

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## FY2017 Objectives

**Management, Labor and Political Relations** – Continually review the management and administrative policies in order to develop and maintain a progressive, dynamic, and innovative organization.

- ♦ Negotiate a fair and reasonable contract with Firefighters Local 1658.
- ♦ Collaborate with local and state political leaders in an effort to advocate for fire safety and injury prevention initiatives.
- ♦ Continue open communications with management, labor and town officials.
- ♦ Local 1658 involvement in all Andover Fire Rescue processes.
- ♦ Increase the number of Andover Fire Rescue advocates with increased public information programming.
- ♦ Increased involvement in planning process from political leaders.
- ♦ Management to continue advocating for firefighters.
- ♦ Promoting and maintaining a positive work environment.

**Facilities** – A planned schedule for the acquisition, replacement or renovation of the Andover Fire Rescue facilities.

- ♦ Assist the Ballardvale Fire Station Committee in securing an appropriate site for the replacement station as identified in the most current feasibility study.
- ♦ Continue dialogue with community partners to develop a plan for emergency access to the Merrimack River for rescue purposes.
- ♦ Complete communications reliability upgrades with fiber optic and microwave network.
- ♦ Begin planning for the replacement of the West Fire Station as identified in the Town of Andover Master Plan.
- ♦ Collaborate with Municipal Services to rehabilitate areas of the West and Ballardvale substations.

**Personnel** – Analyze staffing needed for positions both staff and fire rescue, through the reorganization of Andover Fire Rescue to ensure safe staffing levels on all organizational levels.

- ♦ Analyze methods of which to retain all current personnel and staffing.
- ♦ Continue to utilize new employee evaluation and skills program.
- ♦ Provide educational opportunities to all personnel seeking professional development.
- ♦ Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education activities.
- ♦ Approval of a new position to manage all EMS and Fire training within the organization.

**Fire Prevention/ Code Enforcement/Public Education**– Develop effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

- ♦ Continue to develop public education programs with local media.
- ♦ Increase pre-incident planning that includes the use of information technology and GIS systems.
- ♦ Maintain and increase station open houses and safety house activities.
- ♦ Deliver the Andover Fire Rescue Citizens Academy.
- ♦ Deliver a risk prevention education programming within the schools.
- ♦ Develop and implement programming for target groups such as the elderly and adolescents.
- ♦ Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

**Training** - Develop and deliver a comprehensive training and educational program designed to build team effectiveness and individual career development.

- ♦ Develop relationships with DFS to establish representation on all statewide training initiatives.
- ♦ Initiate a plan to attain EMS accreditation.
- ♦ Maintain annual training programs for all Andover Fire Rescue personnel.
- ♦ Continue the implementation of the probationary progress review program.
- ♦ Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.

# FIRE RESCUE

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**Health and Safety** – Develop and implement a comprehensive program for risk management, physical fitness, and wellness of personnel in collaboration with the Town of Andover Human Resources Department.

- ♦ Implement a voluntary wellness and physical fitness program.
- ♦ Continue to upgrade all obsolete fitness equipment within the fire stations.
- ♦ Perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all cylinders.
- ♦ Maintain labor/management safety committee dialogue.
- ♦ Provide for individual fit testing annually.
- ♦ Maintain a personal protective clothing program which replaces 20% of garments annually.

**Apparatus** – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.

- ♦ Maintain capital replacement program for all apparatus and staff vehicles.
- ♦ Maintain the existing preventive maintenance programs currently in place.
- ♦ Purchase state-of-the-art apparatus diagnostic testing equipment for troubleshooting.
- ♦ Maintain annual pump testing program.
- ♦ Maintain the annual ladder testing program.
- ♦ Maintain the annual hose testing program.

**Emergency Medical Services** – A planned schedule for funding to increase the capabilities of EMS services to the community, increase the quality of care, reduce response times, and to develop innovative revenue streams to lessen the impact on the annual budget.

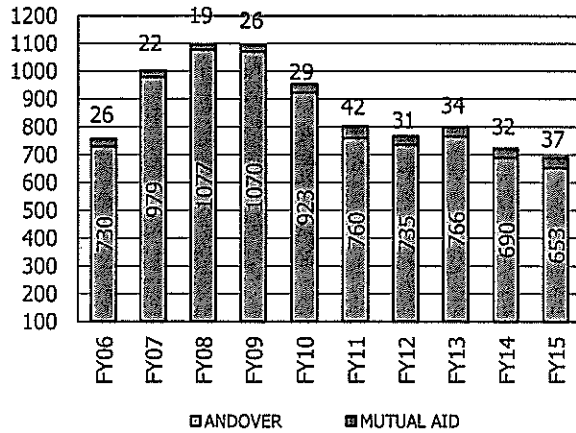
- ♦ Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA.
- ♦ Continue with the customer service survey program.
- ♦ Sustain EMS Quality Assurance and Training program.
- ♦ Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- ♦ Continue to implement EMS Standard Operating Guidelines.
- ♦ Develop a plan to provide increased EMS coverage for large scale events.
- ♦ Development of a fire based Advanced Life Support system within the Town of Andover.

**Water Supply** – A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

- ♦ Develop a plan to add additional fire protection water supply capabilities in the Harold Parker area.
  - ♦ Assist the water department with the continuance of a hydrant replacement program.
  - ♦ Assist the water department with a public education program related to the hydrant flushing program.
-

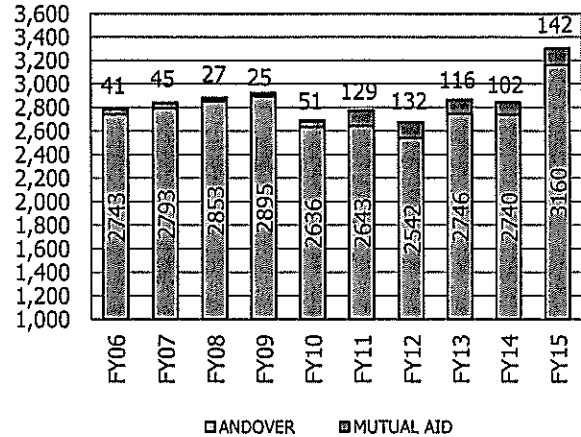
# FIRE PERFORMANCE STATISTICS

## FIRE CALLS



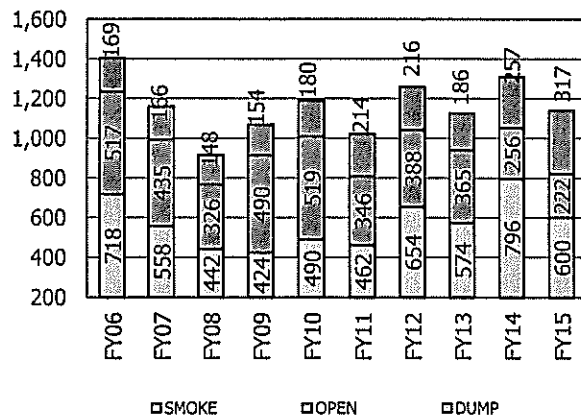
Benchmark - Andover (prior 3-yr avg):	730
Most Recent:	653
Change from Benchmark:	-77
Change from Prior Year:	+37

## AMBULANCE TRANSPORTS



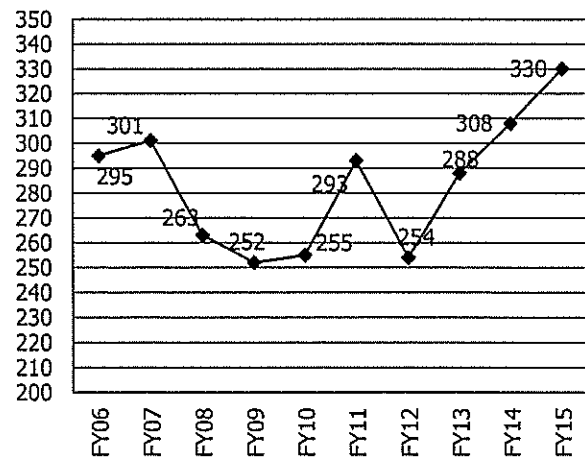
Benchmark - Andover (prior 3-yr avg):	2676
Most Recent:	3160
Change from Benchmark:	+484
Change from Prior Year:	+420

## PERMITS & LICENSES ISSUED



Benchmark - Total (prior 3-yr avg):	1231
Most Recent:	1139
Change from Benchmark:	-92
Change from Prior Year:	-170

## MOTOR VEHICLE ACCIDENTS



Benchmark (prior 3-yr avg):	283
Most Recent:	330
Change from Benchmark:	+47
Change from Prior Year:	+22

# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>		<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>REQ</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>	<u>TMREC</u> <u>FY2017</u>
<b>FIRE-RESCUE</b>							
M-3	Fire Chief	1.0	1.0	1.0	1.0	1.0	145,383
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	65,698
I-12	Office Assistant II	1.0	1.0	1.0	1.0	1.0	54,000
H	Deputy Chief	4.0	4.0	4.0	4.0	4.0	477,516
G	Lieutenant	13.0	13.0	13.0	13.0	13.0	1,195,976
F	Firefighter *	52.0	52.0	52.0	52.0	52.0	3,770,521
	Unclassified						189,624
GRAND TOTAL		72.0	72.0	72.0	72.0	72.0	5,898,718

Notes: \*53 positions authorized, 52 funded



**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>FIRE RESCUE DEPARTMENT</b>						
<b>PUBLIC SAFETY</b>						
<b>012201 FIRE RESCUE SALARIES</b>						
5110 REG WAGES	5,278,660	5,510,837	5,884,897	5,884,897	5,898,718	5,898,718
5111 ILD INJURED ON DUTY	158,216	83,351	-	-	-	-
5118 ALS WAGES	-	-	-	-	-	-
5123 OVERTIME	1,064,884	1,142,998	1,100,000	1,100,000	1,460,000	1,100,000
5187 RETRO WAGES	7,776	786,380	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-	-
<b>TOTAL FIRE RESCUE SALARIES</b>	<b>6,509,536</b>	<b>7,523,566</b>	<b>6,984,897</b>	<b>6,984,897</b>	<b>7,358,718</b>	<b>6,998,718</b>
<b>012202 FIRE RESCUE EXPENSES</b>						
5211 ELECTRIC	10,349	12,287	14,000	14,000	13,838	13,838
5213 NATURAL GAS /OIL	10,848	10,724	12,000	12,000	8,000	8,000
5220 TELEPHONE	9,774	9,521	15,000	15,000	15,000	15,000
5271 CREDIT CARD FEES	-	248	300	300	300	300
5281 REPAIRS/BUILDING	1,142	2,222	2,500	2,500	2,500	2,500
5285 REP/OTHER EQUIP	17,650	12,290	15,700	15,700	18,500	18,500
5287 REPAIRS/RADIO EQUIP	9,193	15,022	15,000	15,000	15,000	15,000
5294 CLOTHING ALLOWANCE	51,288	103,881	88,100	88,100	88,100	88,100
529501 PROTECTIVE CLOTHING	15,485	11,672	20,000	20,000	35,400	20,000
529502 TRAINING	13,299	15,373	19,000	19,000	25,000	25,000
529503 AMBULANCE BILLING FEES	56,954	48,275	59,000	59,000	59,000	59,000
5296 MEDICAL EXPENSES	92,597	48,171	30,000	30,000	40,000	30,000
5310 OFFICE SUPPLIES	5,760	6,003	6,000	6,000	6,000	6,000
5330 SUPPLIES/BUILDING	11,731	11,545	12,000	12,000	12,000	12,000
5350 SUPPLIES/EQUIPMENT	39,187	40,855	36,000	36,000	36,000	36,000
5355 AUTOMOTIVE FUEL	63,734	52,267	65,000	65,000	65,000	63,000
5360 REP/PARTS/EQUIP	3,856	3,208	4,500	4,500	4,500	4,500
5393 SUPPLIES FIREFIGHTING	48,430	51,332	44,600	44,600	44,600	44,600
5430 OTHER EQUIPMENT	16,710	16,123	15,500	15,500	15,500	15,500
5720 TRAVEL/OUT	2,662	439	5,000	5,000	5,000	5,000
5730 DUES/SUBSCRIPTIONS	14,104	14,926	16,500	16,500	16,500	16,500
<b>TOTAL FIRE RESCUE EXPENSES</b>	<b>494,753</b>	<b>486,384</b>	<b>495,700</b>	<b>495,700</b>	<b>525,738</b>	<b>498,338</b>
<b>012201 FIRE RESCUE SALARIES</b>						
5811 FROM SALE OF SERVICE	<u>(1,431,212)</u>	<u>(1,287,737)</u>	<u>(1,300,000)</u>	<u>(1,300,000)</u>	<u>(1,250,000)</u>	<u>(1,250,000)</u>
<b>TOTAL FIRE DEPT SALARIES</b>	<b><u>(1,431,212)</u></b>	<b><u>(1,287,737)</u></b>	<b><u>(1,300,000)</u></b>	<b><u>(1,300,000)</u></b>	<b><u>(1,250,000)</u></b>	<b><u>(1,250,000)</u></b>
<b>TOTAL FIRE RESCUE DEPARTMENT</b>	<b>5,573,077</b>	<b>6,722,213</b>	<b>6,180,597</b>	<b>6,180,597</b>	<b>6,634,456</b>	<b>6,247,056</b>

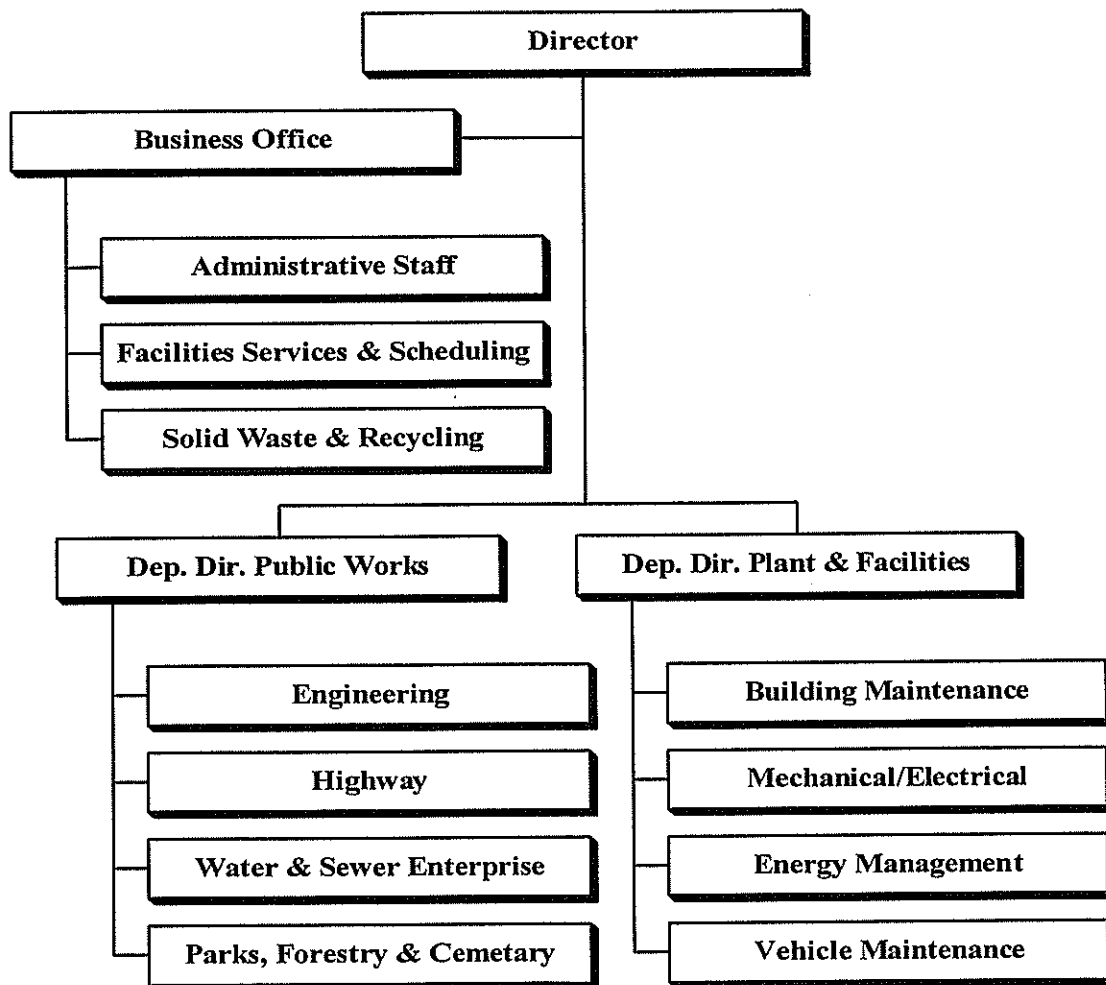
**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

**PUBLIC SAFETY**

	FY14 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>POLICE DEPARTMENT</b>						
POLICE DEPT SALARIES	5,861,481	5,890,247	6,064,743	6,064,743	6,359,490	6,359,490
POLICE DEPT EXPENSES	902,576	874,699	976,100	976,100	1,049,500	1,013,800
FROM SALE OF SERVICE	(92,297)	(80,914)	(80,000)	(80,000)	(75,000)	(75,000)
FROM RESERVE FUNDS	(75,405)	(85,405)	(67,010)	(67,010)	(77,047)	(82,047)
<b>TOTAL POLICE DEPARTMENT</b>	<b>6,596,355</b>	<b>6,598,627</b>	<b>6,893,833</b>	<b>6,893,833</b>	<b>7,256,943</b>	<b>7,216,243</b>
<b>POLICE CENTRAL DISPATCH</b>						
CENTRAL DISPATCH SALARIES	757,951	822,377	819,404	819,404	822,523	822,523
CENTRAL DISPATCH EXPENSES	23,016	25,269	25,812	25,812	27,062	27,062
<b>TOTAL POLICE CENTRAL DISPATCH</b>	<b>780,967</b>	<b>847,646</b>	<b>845,216</b>	<b>845,216</b>	<b>849,585</b>	<b>849,585</b>
<b>POLICE ANIMAL CONTROL</b>						
POLICE ANIMAL CONTROL SALARIES	67,916	68,535	68,135	68,135	70,135	68,135
POLICE ANIMAL CONTROL EXPENSES	5,688	6,018	5,700	5,700	7,300	7,300
<b>TOTAL POLICE ANIMAL CONTROL</b>	<b>73,604</b>	<b>74,553</b>	<b>73,835</b>	<b>73,835</b>	<b>77,435</b>	<b>75,435</b>
<b>POLICE EMERGENCY PREPAREDNESS</b>						
EMERGENCY PREP SALARIES	1,497	1,502	1,500	1,500	1,500	1,500
EMERGENCY PREP EXPENSES	3,342	9,194	20,364	20,364	20,364	20,364
<b>TOTAL POLICE EMERGENCY PREP</b>	<b>4,839</b>	<b>10,696</b>	<b>21,864</b>	<b>21,864</b>	<b>21,864</b>	<b>21,864</b>
<b>POLICE PARKING CONTROL</b>						
PARKING CONTROL SALARIES	83,434	73,260	75,990	75,990	76,953	76,953
PARKING CONTROL EXPENSES	39,928	58,667	67,000	67,000	56,000	51,000
FROM RESERVE FUNDS	(124,595)	(124,595)	(142,990)	(142,990)	(132,953)	(127,953)
<b>TOTAL PARKING CONTROL</b>	<b>(1,233)</b>	<b>7,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>7,454,532</b>	<b>7,538,854</b>	<b>7,834,748</b>	<b>7,834,748</b>	<b>8,205,827</b>	<b>8,163,127</b>
<b>FIRE RESCUE DEPARTMENT</b>						
FIRE RESCUE SALARIES	6,509,536	7,523,566	6,984,897	6,984,897	7,358,718	6,998,718
FIRE RESCUE EXPENSES	494,753	486,384	495,700	495,700	525,738	498,338
FROM SALE OF SERVICE	(1,431,212)	(1,287,737)	(1,300,000)	(1,300,000)	(1,250,000)	(1,250,000)
<b>TOTAL FIRE RESCUE DEPARTMENT</b>	<b>5,573,077</b>	<b>6,722,213</b>	<b>6,180,597</b>	<b>6,180,597</b>	<b>6,634,456</b>	<b>6,247,056</b>
<b>TOTAL PUBLIC SAFETY</b>						
SALARIES	13,281,815	14,379,487	14,014,669	14,014,669	14,689,319	14,327,319
EXPENSES	1,469,303	1,460,231	1,590,676	1,590,676	1,685,964	1,617,864
	14,751,118	15,839,718	15,605,345	15,605,345	16,375,283	15,945,183
FROM SALE OF SERVICE	(1,523,509)	(1,368,651)	(1,380,000)	(1,380,000)	(1,325,000)	(1,325,000)
FROM RESERVE FUNDS	(200,000)	(210,000)	(210,000)	(210,000)	(210,000)	(210,000)
<b>TOTAL PUBLIC SAFETY</b>	<b>13,027,609</b>	<b>14,261,067</b>	<b>14,015,345</b>	<b>14,015,345</b>	<b>14,840,283</b>	<b>14,410,183</b>



# MUNICIPAL SERVICES



# MUNICIPAL SERVICES

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## Department Description

**The Administration/Business Office** oversees the operations of the Municipal Services department and its various divisions. The Business Office staff coordinate the department's activities, develop and monitor the annual budget, assist in Capital Improvement Program development, accounts payable, financial analysis, prepare personnel and payroll records, coordinate the hiring of new employees, manage labor agreement issues, develop and implement departmental policies, coordinate the administrative support for all divisions, and handle all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system), utility and fuel contracts for all Town & School accounts, purchasing and inventory management for all materials, and the Bald Hill composting facility, including permit sales and customer interface.

**The Building Maintenance Division** maintains all roof systems, masonry, walls, ceilings, and performs interior and exterior painting, installs and maintains all locks, hardware, doors, windows and a variety of interior and exterior building related systems and components. This division is also responsible for all Town and School security systems, including the new integrated access control/closed circuit TV systems, perimeter security systems, and key and access card issues. They maintain and replace all School and Town playground equipment. They are also responsible for all custodial services provided to the Library, Public Safety, the Town House and Town Offices buildings.

**The Energy and Utilities Division** is responsible for Town wide energy management systems, planning and implementing energy policies and projects, negotiating energy supply contracts, applying for and managing energy grant and utility incentive programs, and adherence and reporting to the DOER, as is required to maintain Andover's status as a Massachusetts Green Community.

**The Engineering Division** provides project planning, "problem" study and resolution, and oversees most construction, whether conducted by the Town or by contractor to ensure compliance with project plans. Oversees and inspects all subdivision construction to ensure compliance with Town standards within areas that may be presented for acceptance and perpetual maintenance. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments, such as Water, Sewer, Highway, Forestry, and Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division.

**The Facilities Services Division** This division schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities. This excludes the Collins Field House, Dunn Gymnasium, Collins Center and fields at Andover High School, which are scheduled through the School Department.

**The Highway Division** is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other divisions. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings.

**The Mechanical/Electrical Division** maintains and upgrades building HVAC, lighting, electrical and plumbing systems and also maintains traffic signals and Town owned streetlights. The division designs and manages major mechanical and electrical projects, reviews and produces project specifications for outside contractor procurement, and assures compliance with state and federal regulations regarding inspections and permits for all mechanical building systems. The Mechanical/Electrical division also monitors, programs and performs upgrades on the energy management system.

### **The Parks & Grounds, Forestry and Cemetery Divisions:**

**Parks & Grounds** is responsible for all School and Town grounds maintenance and snow removal at Town facilities, sports fields, parks, irrigation systems and a variety of other duties, including trash pickup at the parks and School sites. This division maintains over 120 acres of sports fields. They also service all of their own equipment and as well as School snow blowers.

# MUNICIPAL SERVICES

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Forestry is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. There are approximately 200 miles of roadways in Andover. Annual roadside mowing is done on approximately 75 miles of roadways. This division also maintains the Bald Hill composting facility.

Cemetery is responsible for grounds maintenance, land clearing, lot sales and burials at the Town owned Spring Grove Cemetery, as well as maintenance support at Recreation Park and support to other divisions.

**The Sewer Division** maintains the Town's sewer infrastructure including the collection system, eleven current neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

**The Solid Waste/Recycling Division** is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the Covanta waste-to-energy facility in Haverhill. The division also manages the two one-day drop off collections for household hazardous waste (HHW) and the CRT/Electronic recycling events.

**The Street Lighting Division** oversees the utility billing and maintenance of all of the Town owned street lights in Andover. This includes roadway lights, antique style street lighting and parking lot and driveway lighting at all Town owned buildings and lots.

**The Water Division** ensures the integrity of the water supplies and the surrounding watershed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all Federal and State regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant and distribution system, in addition to the customer services involving water meter installation, repair, meter reading, and resolving customer problems.

**The Vehicle Maintenance Division** provides maintenance to all Town vehicles and heavy equipment. This includes the Police and Fire Departments, Highway, Sewer and Water Departments, Plant & Facilities, Youth Services, Senior Center and all other Town/School operated vehicles. The Vehicle Maintenance division also contracts for outside repair services when necessary, purchases gasoline and diesel fuel for all Town vehicles at wholesale cost, oversees the disbursement at the Town owned fuel depot and maintains all Town and School emergency generators.

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## Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all Town and School buildings, building systems, grounds, forestry, cemetery and vehicles. To properly maintain the Town's infrastructure and continuously improve the quality of life for the community by protecting our water resources and by providing safe drinking water, state of the art disposal for our liquid and solid wastes, and safe travel on our roadways & sidewalks.

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## FY2017 Objectives

### **DIVISION: ADMINISTRATION/BUSINESS OFFICE**

- ♦ Continue updating the long and short range plans for the department.
- ♦ Maintain and improve relationships with the Community.
- ♦ Ensure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- ♦ Sustain the existing level of services within the limits of Proposition 2-1/2 and other budgetary constraints.
- ♦ Begin next phase of implementation of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- ♦ Continue the expansion of the use of MUNIS.
- ♦ Implement planned capital projects.
- ♦ Support the Town Yard solution.

# MUNICIPAL SERVICES

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## **DIVISION: BUILDING MAINTENANCE**

- ♦ Implement Town and School capital improvement projects.
- ♦ Provide support for the Town Yard project and to the Youth Center.
- ♦ Continue to investigate opportunities to make the custodial function more cost effective.
- ♦ Continue implementation of the Security Master Plan for Town and School buildings.
- ♦ Continue implementing planned improvements in Town/School Handicap Master Plan.
- ♦ In cooperation with the Mechanical Electrical division, provide carpentry support the IT department's infrastructure enhancement installations.

## **DIVISION: ENERGY MANAGEMENT**

- ♦ Investigate and implement Energy Conservation opportunities for Town and School buildings.
- ♦ Coordinate energy conservation measures across all operating divisions.
- ♦ Energy Conservation – provide leadership role in Town/School energy conservation plan.
- ♦ Negotiate competitive long term energy supply contracts.
- ♦ Pursue utility rebates and incentives as well as State and Federal grants to fund energy projects.
- ♦ Maintain Andover's Green Community status and apply for our fourth Green Community grant in FY2017.

## **DIVISION: ENGINEERING**

- ♦ To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to ensure compliance with Town and safety standards.
- ♦ Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- ♦ Provide quality engineering assistance to other Town agencies and the public.
- ♦ Coordinate the construction and design of the expanding sanitary sewer system to meet the growing needs of the community and to address individual concerns.
- ♦ Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- ♦ Coordinate development and maintenance of the Town's GIS system and update water, sewer, and drain system records.

## **DIVISION: FACILITIES SERVICES**

- ♦ Support the Town and School energy conservation program.
- ♦ Promote the Town House function facility to increase rental activity.
- ♦ Work with Town and Youth Sports Groups to best utilize the Town fields.
- ♦ Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.

## **DIVISION: HIGHWAY**

- ♦ Maintain and improve the transportation quality of the Town's roads as funds allow.
- ♦ Ensure that the Town's drainage system meets the requirements of the Federal Government's Phase 2 standards for discharge of polluting materials by implementing Best Management Practices and design control measures.
- ♦ Maintain signs and pavement markings on our roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- ♦ Improve handicap accessibility of our sidewalks.

## **DIVISION: MECHANICAL/ELECTRICAL**

- ♦ Support the IT department with data cable infrastructure, projector and wireless router installation at all schools.
- ♦ Implement Town and School capital improvement projects.
- ♦ Update AHERA Master Plan.
- ♦ Provide support for all new construction projects.

## **DIVISION: PARKS & GROUNDS, FORESTRY, and CEMETERY**

- ♦ Implement planned field improvement projects.
- ♦ Implement/support planned capital projects.
- ♦ Begin a Street Tree Replanting program.
- ♦ Provide support for the major construction projects.
- ♦ Explore school and town field maintenance improvements.
- ♦ Continue support to the Bald Hill composting program and expand the program to include brush grinding.
- ♦ Increase community accessibility to the Spring Grove Cemetery burial records with Web based search features.

# MUNICIPAL SERVICES

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## **DIVISION: SEWER**

- ♦ Operations have begun at the newly rehabilitated Greater Lawrence Sanitary District (GLSD) plant with the completion of the two facility projects to construct the sewerage digesters and the sludge-to-fertilizer plant. This allows area communities to be self sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration and long distance trucking methods for disposal.
- ♦ Maintain the integrity of the existing collection system.
- ♦ Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- ♦ Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- ♦ Develop alternatives that will minimize costs to the Town of Andover for implementing federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part. Explore additional waste to energy opportunities with bio-waste.

## **DIVISION: SOLID WASTE**

- ♦ Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- ♦ Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- ♦ Maintain the mercury collection program to minimize the quantity of this toxic metal that reaches the trash-to-energy plant.
- ♦ Investigate all possible options for waste disposal available to the Town of Andover.

## **DIVISION: STREET LIGHTING**

- ♦ Implement the purchase of streetlights from National Grid, assume the maintenance of the streetlights and begin the conversion to LED fixtures with a lease to purchase plan.
- ♦ Review alternatives to acquiring streetlights in order to realize cost savings opportunities created by the deregulation of the electric industry.
- ♦ Investigate areas for potential savings through elimination of unnecessary fixtures, changing light output where appropriate, or converting to more efficient lamps.

## **DIVISION: VEHICLE MAINTENANCE**

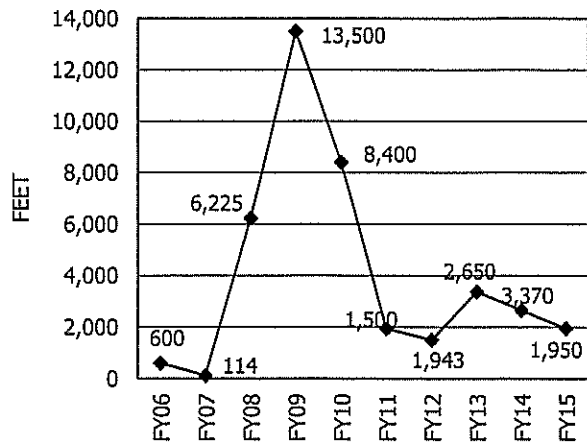
- ♦ Provide support to CIP vehicle purchases for all departments.
- ♦ Provide support to Highway snow removal operations.
- ♦ Continue to investigate/upgrade of the Vehicle Fuel Dispensing System.

## **DIVISION: WATER**

- ♦ To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- ♦ Perform town wide sample collection and testing for compliance with EPA tri-annual lead and copper program.
- ♦ Explore large water meter/commercial account expansion.
- ♦ Implement conservation activities and source water protection plans.
- ♦ Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted during the day or night when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- ♦ Complete pump replacement at WTP and Bancroft pump station as part of ongoing energy efficiency plan.
- ♦ Project planning for upgrade of electrical feeders and sub-stations at WTP.

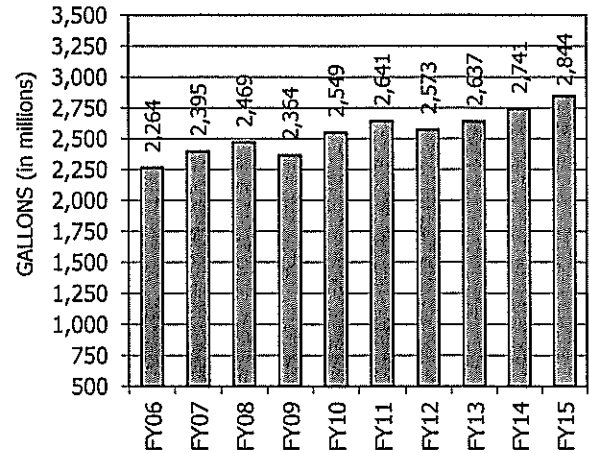
# PUBLIC WORKS PERFORMANCE STATISTICS

## STREET BERM CONSTRUCTION



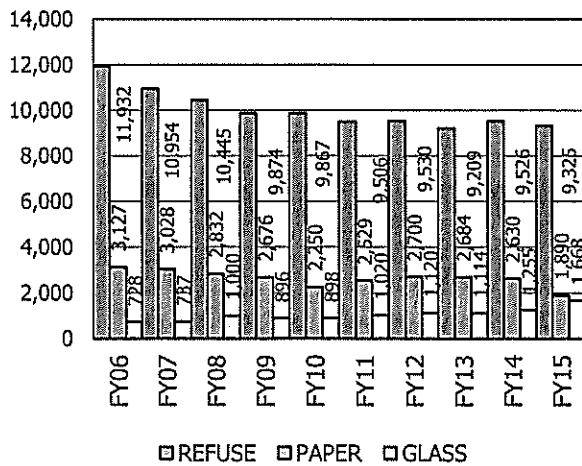
Benchmark (prior 3-yr avg):	2507
Most Recent:	1950
Change from Benchmark:	-557
Change from Prior Year:	-700

## WATER TREATED



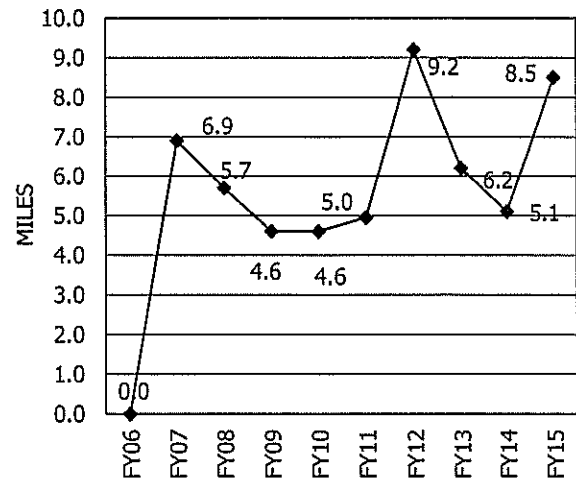
Benchmark (prior 3-yr avg):	2650
Most Recent:	2844
Change from Benchmark:	+194
Change from Prior Year:	+103

## SOLID WASTE & RECYCLING COLLECTION



Benchmark - Solid Waste (prior 3-yr avg):	9422
Most Recent:	9325
Change from Benchmark:	-97
Change from Prior Year:	-201

## STREET RESURFACING

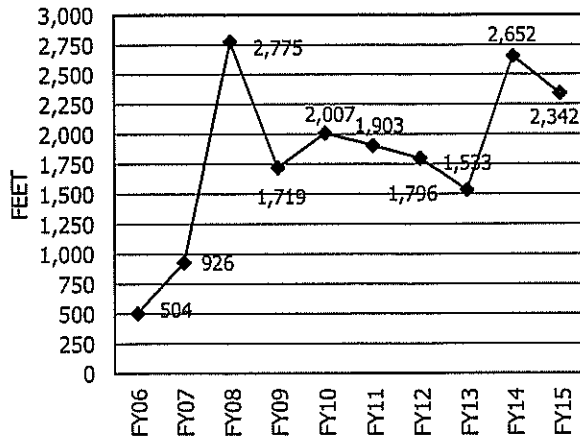


Benchmark (prior 3-yr avg):	6.8
Most Recent:	8.5
Change from Benchmark:	1.7
Change from Prior Year:	-3.4



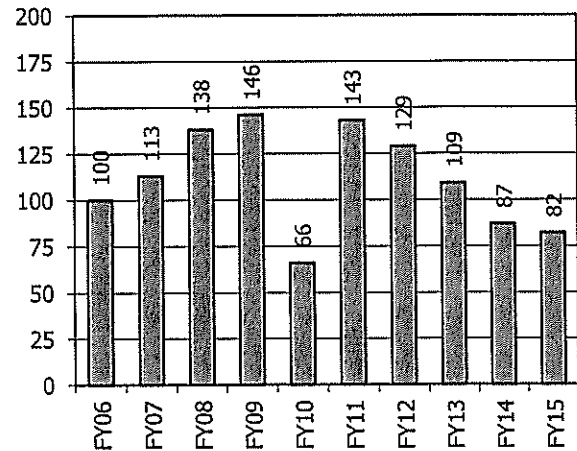
# PUBLIC WORKS PERFORMANCE STATISTICS

## BASINS, DRAINS & CULVERTS CLEANED



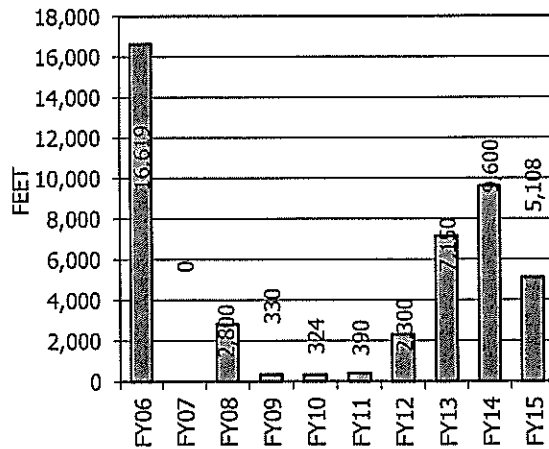
Benchmark (prior 3-yr avg):	1994
Most Recent:	2342
Change from Benchmark:	+348
Change from Prior Year:	-310

## SEWER MAINS CLEANED & MAINTAINED



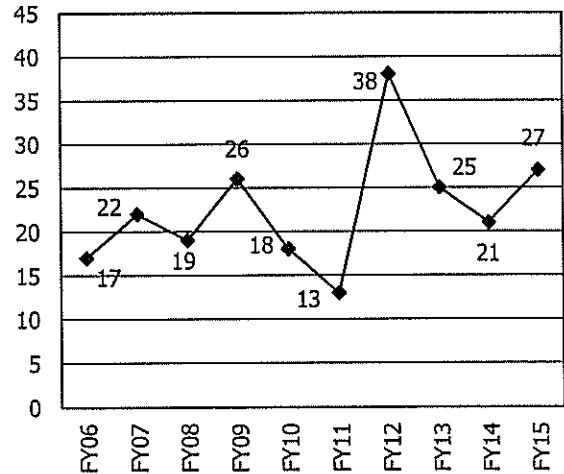
Benchmark (prior 3-yr avg):	108
Most Recent:	82
Change from Benchmark:	-26
Change from Prior Year:	-5

## SIDEWALKS CONSTRUCTED



Benchmark (prior 3-yr avg):	6350
Most Recent:	5108
Change from Benchmark:	-1242
Change from Prior Year:	-4492

## WATER MAIN BREAKS REPAIRED

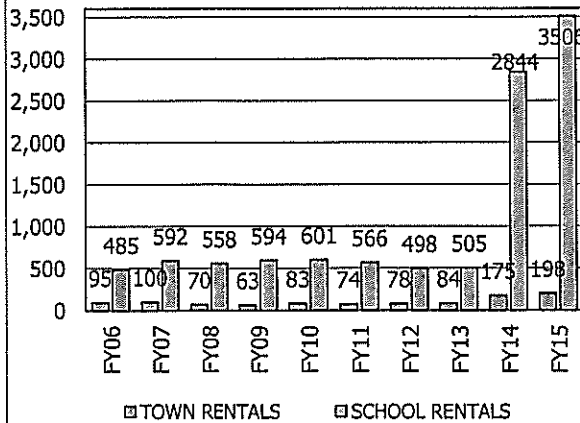


Benchmark (prior 3-yr avg):	28
Most Recent:	27
Change from Benchmark:	-1
Change from Prior Year:	+6

# PLANT AND FACILITIES PERFORMANCE STATISTICS

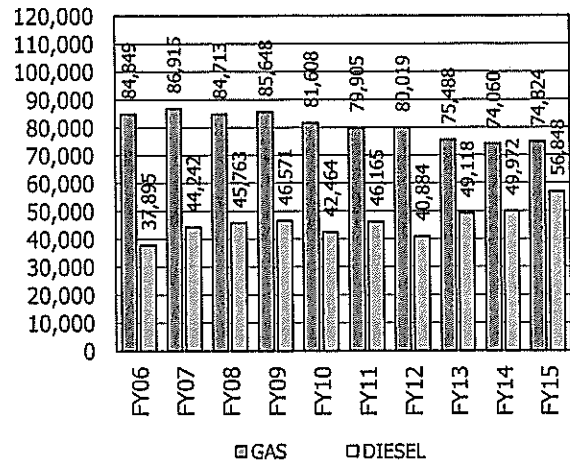
## BUILDING RENTAL PERMITS

(New system being used as of FY14 to record use)



Benchmark - Town (prior 3-yr avg):	112
Most Recent:	198
Change from Benchmark:	86
Change from Prior Year:	23

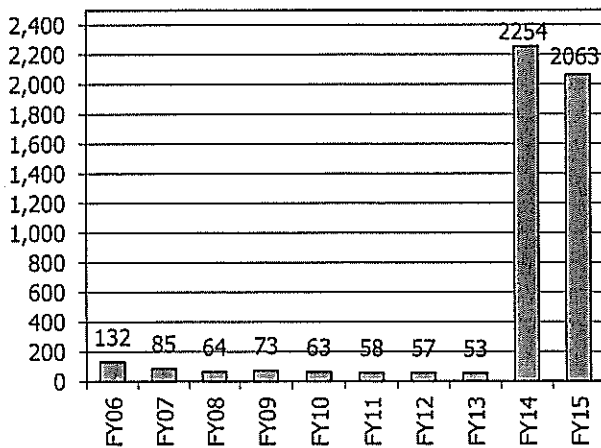
## VEHICLE FUEL CONSUMPTION



Benchmark - Total (prior 3-yr avg):	123,180
Most Recent:	131,672
Change from Benchmark:	8,492
Change from Prior Year:	7,640

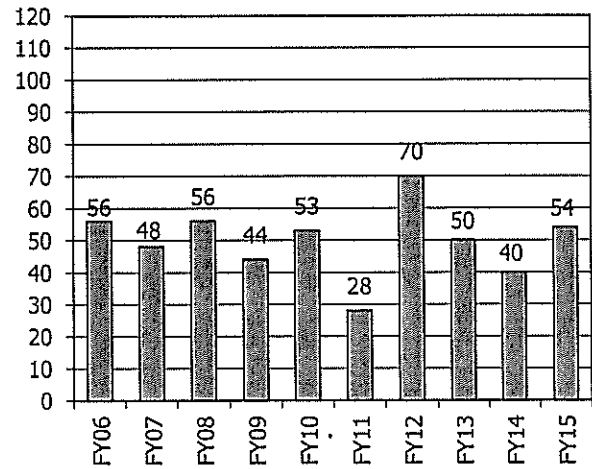
## FIELD RENTAL PERMITS

(New system being used as of FY14 to record use)



Benchmark (prior 3-yr avg):	788
Most Recent:	2063
Change from Benchmark:	1275
Change from Prior Year:	-191

## SALE OF GRAVE SITES



Benchmark (prior 3-yr avg):	53
Most Recent:	54
Change from Benchmark:	1
Change from Prior Year:	14

# PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>FTE FY2016</u>	<u>REQ FY2017</u>	<u>TMREC FY2017</u>	<u>TMREC FY2017</u>
<b>PUBLIC WORKS</b>							
<u>DPW ADMINISTRATION</u>							
M-3	Director of Municipal Services		1.0	1.0	1.0	1.0	124,001
M-3	Director (1/2 FTE budgeted in P&F)	0.5					
I-26	Business Manager	1.0	1.0	1.0	1.0	1.0	89,354
I-16	Administrative Secretary	1.0	1.0	1.0	1.0	1.0	50,146
	Unclassified						13,539
		2.5	3.0	3.0	3.0	3.0	277,040
<u>ENGINEERING</u>							
I-28	Town Engineer	1.0	1.0	1.0	1.0	1.0	102,667
I-26	Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	90,369
I-22	Construction Inspector	1.0	1.0	1.0	1.0	1.0	79,316
		3.0	3.0	3.0	3.0	3.0	272,352
<u>HIGHWAY</u>							
I-28	Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	95,720
I-26	General Foreman	1.0	1.0	1.0	1.0	1.0	92,530
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,564
W-5	Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	55,122
W-4	Equipment Operator II	7.0	7.0	7.0	7.0	7.0	372,157
W-3	Equipment Operator I	4.0	4.0	4.0	4.0	4.0	204,592
	Unclassified (Superintendent stipend)						10,000
		15.0	15.0	15.0	15.0	15.0	892,685
<u>FORESTRY</u>							
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,866
W-6	Tree Climber						
W-4	Tree Climber	3.0	3.0	3.0	3.0	3.0	158,083
		4.0	4.0	4.0	4.0	4.0	220,949
<u>SPRING GROVE CEMETERY</u>							
W-10	Working Foreman	1.0	1.0	1.0	1.0	1.0	64,723
W-4	Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	53,424
W-2	Laborer II			1.0	1.0	1.0	50,260
		2.0	2.0	3.0	3.0	3.0	168,407
<u>PARKS &amp; GROUNDS</u>							
I-28	Superintendent	1.0	1.0	1.0	1.0	1.0	86,901
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	62,261
W-4	Equipment Operator II	2.0	2.0	1.0	1.0	1.0	53,422
W-2	Laborer II	3.0	3.0	4.0	4.0	4.0	195,334
		7.0	7.0	7.0	7.0	7.0	397,918
GEN. FUND TOTAL		33.5	34.0	35.0	35.0	35.0	2,229,351

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

**PUBLIC WORKS**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TM REC
<b>DPW ADMINISTRATION</b>						
DPW ADMINISTRATION SALARIES	219,076	302,869	298,494	298,494	292,040	292,040
DPW ADMINISTRATION EXPENSES	-	5,000	5,000	5,000	31,000	31,000
<b>TOTAL DPW ADMINISTRATION</b>	<b>219,076</b>	<b>307,869</b>	<b>303,494</b>	<b>303,494</b>	<b>323,040</b>	<b>323,040</b>
<b>DPW ENGINEERING</b>						
ENGINEERING SALARIES	281,926	280,643	281,770	281,770	282,352	282,352
ENGINEERING EXPENSES	23,460	24,967	86,800	86,800	86,800	86,800
<b>TOTAL ENGINEERING</b>	<b>305,386</b>	<b>305,610</b>	<b>368,570</b>	<b>368,570</b>	<b>369,152</b>	<b>369,152</b>
<b>DPW HIGHWAY</b>						
HIGHWAY SALARIES	884,235	967,142	999,935	999,935	1,005,085	1,005,085
HIGHWAY DEPT EXPENSES	480,993	479,290	525,325	525,325	525,325	523,325
<b>TOTAL HIGHWAY</b>	<b>1,365,228</b>	<b>1,446,432</b>	<b>1,525,260</b>	<b>1,525,260</b>	<b>1,530,410</b>	<b>1,528,410</b>
<b>DPW SNOW &amp; ICE</b>						
SNOW & ICE SALARIES	298,485	198,000	198,000	198,000	198,000	198,000
SNOW & ICE EXPENSES	1,500,996	2,051,711	1,049,000	1,049,000	1,049,000	1,049,000
<b>TOTAL SNOW &amp; ICE</b>	<b>1,799,481</b>	<b>2,249,711</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>
<b>DPW STREET LIGHTING</b>						
STREET LIGHTING EXPENSES	213,708	232,621	230,000	230,000	250,000	250,000
<b>TOTAL STREET LIGHTING</b>	<b>213,708</b>	<b>232,621</b>	<b>230,000</b>	<b>230,000</b>	<b>250,000</b>	<b>250,000</b>
<b>DPW SOLID WASTE</b>						
SOLID WASTE SALARIES	4,945	6,126	6,500	6,500	6,500	6,500
SOLID WASTE EXPENSES	2,023,890	2,030,648	2,160,089	2,160,089	2,307,679	2,307,679
<b>TOTAL SOLID WASTE</b>	<b>2,028,835</b>	<b>2,036,774</b>	<b>2,166,589</b>	<b>2,166,589</b>	<b>2,314,179</b>	<b>2,314,179</b>
<b>DPW FORESTRY</b>						
FORESTRY SALARIES	237,375	234,416	239,949	239,949	245,949	245,949
FORESTRY EXPENSES	38,190	82,687	55,250	55,250	80,250	70,250
<b>TOTAL FORESTRY</b>	<b>275,565</b>	<b>317,103</b>	<b>295,199</b>	<b>295,199</b>	<b>326,199</b>	<b>316,199</b>
<b>DPW SPRING GROVE CEMETERY</b>						
SPRING GROVE CEMETERY SALARIES	144,241	159,673	184,467	184,467	189,407	189,407
SPRING GROVE CEMETERY EXPENSES	68,642	49,267	36,850	36,850	36,850	36,850
FROM SALE OF SERVICE	(47,950)	(58,211)	(46,000)	(46,000)	(46,000)	(46,000)
<b>TOTAL SPRING GROVE CEMETERY</b>	<b>164,933</b>	<b>150,729</b>	<b>175,317</b>	<b>175,317</b>	<b>180,257</b>	<b>180,257</b>
<b>DPW PARKS &amp; GROUNDS</b>						
PARKS & GROUNDS SALARIES	457,226	470,545	480,060	480,060	479,918	479,918
PARKS & GROUNDS EXPENSES	73,158	118,083	86,250	86,250	89,250	89,250
<b>TOTAL PARKS &amp; GROUNDS</b>	<b>530,384</b>	<b>588,628</b>	<b>566,310</b>	<b>566,310</b>	<b>569,168</b>	<b>569,168</b>
<b>TOTAL DPW</b>						
SALARIES	2,527,509	2,619,414	2,689,175	2,689,175	2,699,251	2,699,251
EXPENSES	4,423,037	5,074,274	4,234,564	4,234,564	4,456,154	4,444,154
	6,950,546	7,693,688	6,923,739	6,923,739	7,155,405	7,143,405
FROM SALE OF SERVICE	(47,950)	(58,211)	(46,000)	(46,000)	(46,000)	(46,000)
<b>TOTAL DPW</b>	<b>6,902,596</b>	<b>7,635,477</b>	<b>6,877,739</b>	<b>6,877,739</b>	<b>7,109,405</b>	<b>7,097,405</b>

**MUNICIPAL SERVICES**

SALARIES	4,727,341	4,980,229	5,187,649	5,187,649	5,257,504	5,228,929
EXPENSES	5,679,810	6,422,457	5,645,309	5,645,309	5,989,979	5,927,979
	10,407,151	11,402,686	10,832,958	10,832,958	11,247,483	11,156,908
FROM SALE OF SERVICE	(120,209)	(130,420)	(127,000)	(127,000)	(106,000)	(106,000)
<b>TOTAL MUNICIPAL SERVICES</b>	<b>10,286,942</b>	<b>11,272,266</b>	<b>10,705,958</b>	<b>10,705,958</b>	<b>11,141,483</b>	<b>11,050,908</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW ADMINISTRATION PUBLIC WORKS</b>						
014211 DPW ADMINISTRATION SALARIES						
5110 REG WAGES	216,054	295,417	283,494	283,494	277,040	277,040
5130 PART-TIME	3,022	7,452	15,000	15,000	15,000	15,000
5187 RETRO WAGES	-	-	-	-	-	-
5189 UNCLASSIFIED PAY	-	-	-	-	-	-
TOTAL DPW ADMINISTRATION SALARIES	<u>219,076</u>	<u>302,869</u>	<u>298,494</u>	<u>298,494</u>	<u>292,040</u>	<u>292,040</u>
014212 DPW ADMINISTRATION EXPENSES						
XXXX CUSTODIAL SERVICES					26,000	26,000
5255 OTHER-CMMS	-	5,000	5,000	5,000	5,000	5,000
TOTAL DPW ADMINISTRATION EXPENSES	<u>-</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>31,000</u>	<u>31,000</u>
<b>TOTAL DPW ADMINISTRATION</b>	<b>219,076</b>	<b>307,869</b>	<b>303,494</b>	<b>303,494</b>	<b>323,040</b>	<b>323,040</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW ENGINEERING PUBLIC WORKS</b>						
014101 ENGINEERING SALARIES						
5110 REG WAGES	276,556	275,525	271,770	271,770	272,352	272,352
5130 PART-TIME	-	-	-	-	-	-
5140 SEASONAL	5,370	5,118	10,000	10,000	10,000	10,000
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL ENGINEERING SALARIES	<u>281,926</u>	<u>280,643</u>	<u>281,770</u>	<u>281,770</u>	<u>282,352</u>	<u>282,352</u>
014102 ENGINEERING EXPENSES						
5282 REP-OFFICE EQUIP	2,964	2,430	2,750	2,750	2,750	2,750
5295 OTHR SVCS	587	534	700	700	700	700
5298 STORM WATER MGMT	15,415	11,005	70,000	70,000	70,000	70,000
5310 OFFICE SUP	1,818	120	1,000	1,000	1,000	1,000
5380 MIN APPARATUS/TOOLS	1,507	911	1,200	1,200	1,200	1,200
5395 OTH COMM	537	9,845	10,650	10,650	10,650	10,650
5710 TRAVEL	395	35	300	300	300	300
5730 DUES/SUBSCRIPTIONS	237	87	200	200	200	200
TOTAL ENGINEERING EXPENSES	<u>23,460</u>	<u>24,967</u>	<u>86,800</u>	<u>86,800</u>	<u>86,800</u>	<u>86,800</u>
<b>TOTAL ENGINEERING</b>	<b>305,386</b>	<b>305,610</b>	<b>368,570</b>	<b>368,570</b>	<b>369,152</b>	<b>369,152</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW HIGHWAY PUBLIC WORKS</b>						
014221 HIGHWAY SALARIES						
5110 REG WAGES	784,819	855,096	889,935	889,935	895,085	895,085
5120 OVERTIME	99,416	112,046	110,000	110,000	110,000	110,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL HIGHWAY SALARIES</b>	<b>884,235</b>	<b>967,142</b>	<b>999,935</b>	<b>999,935</b>	<b>1,005,085</b>	<b>1,005,085</b>
014222 HIGHWAY DEPT EXPENSES						
5220 TELEPHONE	6,189	9,695	7,000	7,000	7,000	7,000
5291 EQUIPMENT RENTAL	14,296	17,112	20,000	20,000	20,000	20,000
5294 CLOTHING ALLOWANCE	4,225	4,225	4,225	4,225	4,225	4,225
5295 OTHR SVCS	113,883	170,281	175,000	175,000	175,000	175,000
5310 OFFICE SUP	797	815	1,500	1,500	1,500	1,500
5330 SUPPLIES/BUILDING	31,826	35,733	20,000	20,000	20,000	20,000
5355 AUTOMOTIVE FUEL	95,199	77,768	85,000	85,000	85,000	83,000
5360 REP/PARTS/EQUIP	8,926	5,761	10,000	10,000	10,000	10,000
5370 SUPPLIES CONSTRUCTION	128,423	60,164	175,000	175,000	175,000	175,000
5395 OTHER COMMODITIES	7,322	7,955	7,000	7,000	7,000	7,000
5410 MACHINERY/EQUIP	69,751	89,374	20,000	20,000	20,000	20,000
5710 TRAVEL	156	407	600	600	600	600
<b>TOTAL HIGHWAY DEPT EXPENSES</b>	<b>480,993</b>	<b>479,290</b>	<b>525,325</b>	<b>525,325</b>	<b>525,325</b>	<b>523,325</b>
<b>TOTAL HIGHWAY</b>	<b>1,365,228</b>	<b>1,446,432</b>	<b>1,525,260</b>	<b>1,525,260</b>	<b>1,530,410</b>	<b>1,528,410</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW SNOW &amp; ICE PUBLIC WORKS</b>						
014231 SNOW & ICE SALARIES						
5120 SNOW OT	298,485	198,000	198,000	198,000	198,000	198,000
<b>TOTAL SNOW &amp; ICE SALARIES</b>	<b>298,485</b>	<b>198,000</b>	<b>198,000</b>	<b>198,000</b>	<b>198,000</b>	<b>198,000</b>
014232 SNOW & ICE EXPENSES						
5374 SNOW & ICE MAINT	1,038,208	1,564,767	835,000	835,000	835,000	835,000
5375 ROAD SALT	462,214	484,944	212,000	212,000	212,000	212,000
5376 SAND	574	2,000	2,000	2,000	2,000	2,000
<b>TOTAL SNOW &amp; ICE EXPENSES</b>	<b>1,500,996</b>	<b>2,051,711</b>	<b>1,049,000</b>	<b>1,049,000</b>	<b>1,049,000</b>	<b>1,049,000</b>
<b>TOTAL SNOW &amp; ICE</b>	<b>1,799,481</b>	<b>2,249,711</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>1,247,000</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW STREET LIGHTING PUBLIC WORKS</b>						
014242 STREET LIGHTING EXPENSES						
5211 ELECTRICITY	213,708	232,621	230,000	230,000	100,000	100,000
LEASE TO PURCHASE	-	-	-	-	100,000	100,000
MAINTENANCE	-	-	-	-	50,000	50,000
<b>TOTAL STREET LIGHTING EXPENSES</b>	<u>213,708</u>	<u>232,621</u>	<u>230,000</u>	<u>230,000</u>	<u>250,000</u>	<u>250,000</u>
<b>TOTAL STREET LIGHTING</b>	<b>213,708</b>	<b>232,621</b>	<b>230,000</b>	<b>230,000</b>	<b>250,000</b>	<b>250,000</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW SOLID WASTE PUBLIC WORKS</b>						
014331 SOLID WASTE SALARIES						
5120 OVERTIME	4,945	6,126	6,500	6,500	6,500	6,500
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL SOLID WASTE SALARIES</b>	<u>4,945</u>	<u>6,126</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
014332 SOLID WASTE EXPENSES						
5250 ADVERTISING	-	500	500	500	500	500
5270 PRINTING	-	-	500	500	500	500
5295 OTHR SVCS	1,638,532	1,532,773	1,627,589	1,627,589	1,668,179	1,668,179
5297 RECYCLING SERVICES	376,126	486,086	501,000	501,000	608,000	608,000
5299 COMPOSTING PROGRAM	9,010	11,289	30,000	30,000	30,000	30,000
5360 REPAIR PARTS/EQUIP	222	-	500	500	500	500
<b>TOTAL SOLID WASTE EXPENSES</b>	<u>2,023,890</u>	<u>2,030,648</u>	<u>2,160,089</u>	<u>2,160,089</u>	<u>2,307,679</u>	<u>2,307,679</u>
<b>TOTAL SOLID WASTE</b>	<b>2,028,835</b>	<b>2,036,774</b>	<b>2,166,589</b>	<b>2,166,589</b>	<b>2,314,179</b>	<b>2,314,179</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

		<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2017</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATE</b>	<b>DEPT REQ</b>	<b>TOWN MGR</b>
<b>DPW FORESTRY</b>							
<b>PUBLIC WORKS</b>							
<b>012941 FORESTRY SALARIES</b>							
5110	REG WAGES	220,832	215,010	220,949	220,949	220,949	220,949
5120	OVERTIME	16,543	19,406	19,000	19,000	19,000	19,000
5140	SEASONAL - BALD HILL	-	-	-	-	6,000	6,000
5187	RETRO WAGES	-	-	-	-	-	-
<b>TOTAL FORESTRY SALARIES</b>		<b>237,375</b>	<b>234,416</b>	<b>239,949</b>	<b>239,949</b>	<b>245,949</b>	<b>245,949</b>
<b>012942 FORESTRY EXPENSES</b>							
5250	ADVERTISING	-	294	500	500	500	500
5285	REP/OTHER EQUIP	670	-	1,000	1,000	1,000	1,000
5294	CLOTHING ALLOWANCE	1,300	975	1,300	1,300	1,300	1,300
5295	OTHR SVCS	5,029	15,405	13,000	13,000	23,000	23,000
	STREET/TREE REPLANTING	-	-	-	-	5,000	5,000
5297	RECYCLING - BALD HILL	27,000	57,000	30,000	30,000	40,000	30,000
5330	OPER SUPPLIES	2,665	3,895	4,000	4,000	4,000	4,000
5360	REP/PARTS/EQUIP	480	1,272	2,000	2,000	2,000	2,000
5410	MACHINERY/EQUIP	436	1,326	2,000	2,000	2,000	2,000
5710	TRAVEL	-	150	150	150	150	150
5730	DUES/SUBSCRIPTIONS	610	2,370	1,300	1,300	1,300	1,300
<b>TOTAL FORESTRY EXPENSES</b>		<b>38,190</b>	<b>82,687</b>	<b>55,250</b>	<b>55,250</b>	<b>80,250</b>	<b>70,250</b>
<b>TOTAL FORESTRY</b>		<b>275,565</b>	<b>317,103</b>	<b>295,199</b>	<b>295,199</b>	<b>326,199</b>	<b>316,199</b>



**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DPW SPRING GROVE CEMETERY</b>						
<b>PUBLIC WORKS</b>						
014911 SPRING GROVE CEMETERY SALARIES						
5110 REG WAGES	123,183	120,315	163,467	163,467	168,407	168,407
5120 OVERTIME	21,058	22,071	21,000	21,000	21,000	21,000
5140 SEASONAL WAGES	-	17,287	-	-	-	-
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL SPRING GROVE CEMETERY SALARIES	144,241	159,673	184,467	184,467	189,407	189,407
014912 SPRING GROVE CEMETERY EXPENSES						
5211 ELECTRICITY	1,997	2,550	2,600	2,600	2,600	2,600
5220 TELEPHONE	665	799	700	700	700	700
5285 REP/OTHER EQUIP	252	1,130	600	600	600	600
5294 CLOTHING ALLOWANCE	650	650	650	650	650	650
5295 OTHR SVCS	49,805	28,899	10,000	10,000	10,000	10,000
5330 OPERATING SUPPLIES	1,317	-	5,000	5,000	5,000	5,000
5335 FUEL OIL	12,275	6,955	8,000	8,000	8,000	8,000
5360 REP/PARTS/EQUIP	44	2,241	2,000	2,000	2,000	2,000
5410 MACHINERY/EQUIP	1,054	5,943	6,700	6,700	6,700	6,700
5700 UNCLASSIFIED	273	-	-	-	-	-
5710 TRAVEL	-	-	100	100	100	100
5730 DUES/SUBSCRIPTIONS	310	100	500	500	500	500
TOTAL SPRING GROVE CEMETERY EXPENSES	68,642	49,267	36,850	36,850	36,850	36,850
014911 SPRING GROVE CEMETERY SALARIES						
5831 FROM RESERVE FUNDS	-	-	-	-	-	-
TOTAL SPRING GROVE CEMETERY SALARIES	-	-	-	-	-	-
014912 SPRING GROVE CEMETERY EXPENSES						
5811 FROM SALE OF SERVICE	(47,950)	(58,211)	(46,000)	(46,000)	(46,000)	(46,000)
TOTAL SPRING GROVE CEMETERY EXPENSES	(47,950)	(58,211)	(46,000)	(46,000)	(46,000)	(46,000)
TOTAL SPRING GROVE CEMETERY	164,933	150,729	175,317	175,317	180,257	180,257

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 BUDGET</b>	<b>FY2016 ESTIMATE</b>	<b>FY2017 DEPT REQ</b>	<b>FY2017 TOWN MGR</b>
<b>DPW PARKS &amp; GROUNDS</b>						
<b>PUBLIC WORKS</b>						
<b>016501 PARKS &amp; GROUNDS SALARIES</b>						
5110 REG WAGES	389,334	391,749	398,060	398,060	397,918	397,918
5120 OVERTIME	63,770	63,386	62,000	62,000	62,000	62,000
5130 PART-TIME	-	-	-	-	-	-
5140 SEASONAL	4,122	15,410	20,000	20,000	20,000	20,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL PARKS &amp; GROUNDS SALARIES</b>	<b>457,226</b>	<b>470,545</b>	<b>480,060</b>	<b>480,060</b>	<b>479,918</b>	<b>479,918</b>
<b>016502 PARKS &amp; GROUNDS EXPENSES</b>						
5285 REP/OTHER EQUIP	2,153	-	3,000	3,000	3,000	3,000
5294 CLOTHING ALLOWANCE	2,421	2,191	2,550	2,550	2,550	2,550
5295 OTHR SVCS	8,602	22,323	19,000	19,000	19,000	19,000
5330 OPERATING SUPPLIES	26,869	31,506	30,000	30,000	33,000	33,000
5331 PLAYGROUND SUPPLIES	5,278	3,284	5,000	5,000	5,000	5,000
5360 REP/PARTS/EQUIP	13,473	18,806	15,000	15,000	15,000	15,000
5410 MACHINERY/EQUIP	13,079	38,641	10,000	10,000	10,000	10,000
5710 TRAVEL	-	-	100	100	100	100
5730 DUES/SUBSCRIPTIONS	1,283	1,332	1,600	1,600	1,600	1,600
<b>TOTAL PARKS &amp; GROUNDS EXPENSES</b>	<b>73,158</b>	<b>118,083</b>	<b>86,250</b>	<b>86,250</b>	<b>89,250</b>	<b>89,250</b>
<b>TOTAL PARKS &amp; GROUNDS</b>	<b>530,384</b>	<b>588,628</b>	<b>566,310</b>	<b>566,310</b>	<b>569,168</b>	<b>569,168</b>

# PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>FTE FY2016</u>	<u>REQ FY2017</u>	<u>TMREC FY2017</u>	<u>TMREC FY2017</u>
<b>PLANT AND FACILITIES</b>							
<u>ADMINISTRATION</u>							
M-3	Director (1/2 FTE budgeted in DPW)(FY16 Budget in DPW)	0.5					
I-28	Asst Director (Transfer from Building Maintenance FY15)		1.0	1.0	1.0	1.0	102,673
I-28	Project Manager (funded in CIP 2013-2014)	1.0	1.0	1.0	1.0	1.0	99,196
I-26	Purchasing/Inventory & Veh Maint Super	1.0	1.0	1.0	1.0	1.0	89,793
I-24	Manager of Energy & Utilities (Chg from Bus Mgr FY15)	1.0	1.0	1.0	1.0	1.0	82,767
I-16	Executive Secretary	1.0	1.0	1.0	1.0	1.0	60,688
I-14	Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	56,615
I-12	Office Assistant II	1.6	1.6	1.6	1.6	1.6	79,232
	Unclassified (Superintendent stipend)						10,000
		7.1	7.6	7.6	7.6	7.6	580,964
<u>FACILITIES SERVICES</u>							
I-14	Facilities Coordinator	0.4	0.4	0.4	1.0	0.4	23,217
I-22	Custodial Supervisor (50% Town/50% School)				0.5	0.5	30,000
W-4	Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	53,163
W-1	Custodian	7.0	7.0	7.0	7.0	7.0	337,287
W-1	Custodian (2 part-time)	0.5	0.5	0.5	0.5	0.5	24,581
		8.9	8.9	8.9	10.0	9.4	468,248
<u>BUILDING MAINTENANCE</u>							
I-28	Superintendent (Transfer to Maintenance Admin FY15)	1.0					
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	81,075
W-10	Security Systems Technician	1.0	1.0	1.0	1.0	1.0	63,929
W-8	Carpenter	1.0	1.0	2.0	2.0	2.0	119,664
W-8	Carpenter (Temporary)	1.0	1.0	-	-	-	-
W-5	Painter I	1.0	1.0	1.0	1.0	1.0	55,375
W-3	Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	52,104
W-0	Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	24,244
		7.5	6.5	6.5	6.5	6.5	396,391
<u>MECHANICAL/ELECTRICAL</u>							
I-24	Energy/Project Manager (FY13-FY15 Superintendent)	1.0	1.0	1.0	1.0	1.0	67,424
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	80,733
W-10	Electricians/HVAC Mechanic	3.0	4.0	4.0	4.0	4.0	253,160
W-10	Plumber	1.0	1.0	1.0	1.0	1.0	58,699
W-9	Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	62,743
W-7	Preventive Maintenance Mechanic	1.0	1.0	1.0	1.0	1.0	59,152
W-6	Plumbing Mechanic						
		8.0	9.0	9.0	9.0	9.0	581,911
<u>VEHICLE MAINTENANCE</u>							
W-13	Working Foreman	1.0	1.0	1.0	1.0	1.0	70,987
W-12	Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	68,858
W-9	Mechanic	2.0	2.0	2.0	2.0	2.0	123,919
		4.0	4.0	4.0	4.0	4.0	263,764
GRAND TOTAL		35.5	36.0	36.0	37.1	36.5	2,291,278

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

**PLANT & FACILITIES**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F MAINTENANCE ADMINISTRATION</b>						
MAINTENANCE ADMIN SALARIES	435,876	572,214	594,661	594,661	605,364	605,364
MAINTENANCE ADMIN EXPENSES	<u>44,645</u>	<u>40,348</u>	<u>51,500</u>	<u>51,500</u>	<u>53,900</u>	<u>53,900</u>
<b>TOTAL P&amp;F MAINTENANCE ADMIN</b>	<b>480,521</b>	<b>612,562</b>	<b>646,161</b>	<b>646,161</b>	<b>659,264</b>	<b>659,264</b>
<b>P&amp;F FACILITIES SERVICES</b>						
FACILITIES SERVICES SALARIES	469,572	475,515	520,616	520,616	554,823	526,248
FACILITIES SERVICES EXPENSES	298,267	316,976	339,520	339,520	404,825	361,825
FROM SALE OF SERVICE	<u>(72,259)</u>	<u>(72,209)</u>	<u>(81,000)</u>	<u>(81,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>
<b>TOTAL P&amp;F FACILITIES SERVICES</b>	<b>695,580</b>	<b>720,282</b>	<b>779,136</b>	<b>779,136</b>	<b>899,648</b>	<b>828,073</b>
<b>P&amp;F TOWN BUILDING MAINTENANCE</b>						
T-BLDG MAINT SALARIES	543,593	436,086	454,297	454,297	461,391	461,391
T-BLDG MAINT EXPENSES	<u>223,320</u>	<u>257,494</u>	<u>262,400</u>	<u>262,400</u>	<u>287,400</u>	<u>287,400</u>
<b>TOTAL P&amp;F TOWN BUILDING MAINTENANCE</b>	<b>766,913</b>	<b>693,580</b>	<b>716,697</b>	<b>716,697</b>	<b>748,791</b>	<b>748,791</b>
<b>P&amp;F TOWN MECHANICAL/ELECTRICAL</b>						
T-MECHANICAL/ELEC SALARIES	481,866	595,692	629,131	629,131	636,911	636,911
T-MECHANICAL/ELEC EXPE	<u>322,612</u>	<u>349,085</u>	<u>339,400</u>	<u>339,400</u>	<u>348,400</u>	<u>348,400</u>
<b>TOTAL P&amp;F TOWN MECHANICAL/ELECT</b>	<b>804,478</b>	<b>944,777</b>	<b>968,531</b>	<b>968,531</b>	<b>985,311</b>	<b>985,311</b>
<b>P&amp;F VEHICLE MAINTENANCE</b>						
VEHICLE MAINT SALARIES	268,925	281,308	299,769	299,769	299,764	299,764
VEHICLE MAINT EXPENSES	<u>367,929</u>	<u>384,280</u>	<u>417,925</u>	<u>417,925</u>	<u>439,300</u>	<u>432,300</u>
<b>TOTAL VEHICLE MAINTENANCE</b>	<b>636,854</b>	<b>665,588</b>	<b>717,694</b>	<b>717,694</b>	<b>739,064</b>	<b>732,064</b>
<b>TOTAL PLANT &amp; FACILITIES</b>						
SALARIES	2,199,832	2,360,815	2,498,474	2,498,474	2,558,253	2,529,678
EXPENSES	<u>1,256,773</u>	<u>1,348,183</u>	<u>1,410,745</u>	<u>1,410,745</u>	<u>1,533,825</u>	<u>1,483,825</u>
	<b>3,456,605</b>	<b>3,708,998</b>	<b>3,909,219</b>	<b>3,909,219</b>	<b>4,092,078</b>	<b>4,013,503</b>
FROM SALE OF SERVICE	<u>(72,259)</u>	<u>(72,209)</u>	<u>(81,000)</u>	<u>(81,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>
<b>TOTAL PLANT &amp; FACILITIES</b>	<b><u>3,384,346</u></b>	<b><u>3,636,789</u></b>	<b><u>3,828,219</u></b>	<b><u>3,828,219</u></b>	<b><u>4,032,078</u></b>	<b><u>3,953,503</u></b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F MAINTENANCE ADMINISTRATION</b>						
<b>PLANT &amp; FACILITIES</b>						
011861 MAINTENANCE ADMIN SALARIES						
5110 REG WAGES	354,658	494,523	505,236	505,236	508,132	508,132
5120 OVERTIME	3,969	5,174	6,000	6,000	8,000	8,000
5130 PART TIME	71,480	67,401	77,425	77,425	79,232	79,232
5140 SEASONAL	5,769	5,116	6,000	6,000	10,000	10,000
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL MAINTENANCE ADMIN SALARIES	435,876	572,214	594,661	594,661	605,364	605,364
011862 MAINTENANCE ADMIN EXPENSES						
5220 TELEPHONE	10,919	12,312	12,000	12,000	12,000	12,000
5270 PRINTING	1,903	79	400	400	400	400
5291 RENT EQUIP	899	2,705	5,000	5,000	5,000	5,000
5295 OTHR SVCS	17,087	16,497	19,500	19,500	19,500	19,500
5310 OFFICE SUP	7,175	5,936	6,000	6,000	6,000	6,000
5420 OFF EQUIP	1,514	1,070	4,000	4,000	4,000	4,000
5710 TRAVEL	125	188	600	600	1,000	1,000
5716 LICENSES & CONTINUING ED	-	-	-	-	3,000	3,000
5730 DUES/SUBSCRIPTIONS	5,023	1,561	4,000	4,000	3,000	3,000
TOTAL MAINTENANCE ADMIN EXPENSES	44,645	40,348	51,500	51,500	53,900	53,900
<b>TOTAL P&amp;F MAINTENANCE ADMIN</b>	<b>480,521</b>	<b>612,562</b>	<b>646,161</b>	<b>646,161</b>	<b>659,264</b>	<b>659,264</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F FACILITIES SERVICES</b>						
<b>PLANT &amp; FACILITIES</b>						
011851 FACILITIES SERVICES SALARIES						
5110 REG WAGES	387,010	388,588	391,701	391,701	472,242	420,450
5120 OVERTIME	20,459	27,800	43,000	43,000	43,000	43,000
5150 RENTAL OVERTIME	15,522	11,875	15,000	15,000	15,000	15,000
5130 PART TIME	46,581	47,252	70,915	70,915	24,581	47,798
	-	-	-	-	-	-
TOTAL FACILITIES SERVICES SALARIES	469,572	475,515	520,616	520,616	554,823	526,248
011852 FACILITIES SERVICES EXPENSES						
5206 INSURANCE	6,788	6,924	7,195	7,195	-	-
5211 ELECTRICITY	126,366	169,644	158,000	158,000	175,000	175,000
5213 NATURAL GAS	76,720	51,734	84,000	84,000	84,000	70,000
5220 TELEPHONE	53,235	57,658	29,000	29,000	58,000	29,000
5230 FIELDS REVOLV TOWN SUPPORT	-	-	12,000	12,000	12,000	12,000
5294 CLOTHING ALLOWANCE	2,922	2,974	3,825	3,825	3,825	3,825
5295 OTHR SVCS	167	698	3,500	3,500	30,000	30,000
5310 OFFICE SUP	38	21	500	500	500	500
5330 OPERATING SUPPLIES	22,969	20,458	32,000	32,000	32,000	32,000
5410 MACH/EQUIP	8,507	6,666	7,000	7,000	7,000	7,000
5420 OFF EQUIP	75	-	1,500	1,500	1,500	1,500
5730 DUES/SUBSCRIPTIONS	480	199	1,000	1,000	1,000	1,000
	-	-	-	-	-	-
TOTAL FACILITIES SERVICES EXPENSES	298,267	316,976	339,520	339,520	404,825	361,825
011851 FACILITIES SERVICES SALARIES						
5811 FROM SALE OF SERVICE	(72,259)	(72,209)	(70,000)	(70,000)	(52,000)	(52,000)
AYF GIFT	-	-	(11,000)	(11,000)	(8,000)	(8,000)
	-	-	-	-	-	-
TOTAL FACILITIES SERVICES SALARIES	(72,259)	(72,209)	(81,000)	(81,000)	(60,000)	(60,000)
<b>TOTAL P&amp;F FACILITIES SERVICES</b>	<b>695,580</b>	<b>720,282</b>	<b>779,136</b>	<b>779,136</b>	<b>899,648</b>	<b>828,073</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F TOWN BUILDING MAINTENANCE PLANT &amp; FACILITIES</b>						
011881 T-BLDG MAINT SALARIES						
5110 REG WAGES	467,009	362,156	370,839	370,839	372,147	372,147
5120 OVERTIME	34,422	36,633	40,000	40,000	40,000	40,000
5130 PART TIME	23,167	23,186	23,458	23,458	24,244	24,244
5140 SEASONAL	18,995	14,111	20,000	20,000	25,000	25,000
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL T-BLDG MAINT SALARIES	543,593	436,086	454,297	454,297	461,391	461,391
011882 T-BLDG MAINT EXPENSES						
5231 TRANS ALLOWANCE	1,800	1,800	1,800	1,800	1,800	1,800
5287 MAINT/REPAIR COMM EQ	378	622	4,000	4,000	4,000	4,000
5288 MAINT/REP INVENTORY	23,289	21,514	10,000	10,000	22,000	22,000
5291 RENT EQUIP	-	-	2,000	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	2,831	2,991	2,600	2,600	2,600	2,600
5295 OTHR SVCS	100,000	107,759	130,000	130,000	130,000	130,000
5330 OPERATING SUPPLIES	102	-	-	-	-	-
5340 REP/PARTS/BUILDINGS	77,720	105,036	100,000	100,000	110,000	110,000
5380 MIN APPARATUS/TOOLS	8,527	15,280	3,000	3,000	3,000	3,000
5410 MACHINERY/EQUIP	2,227	-	2,000	2,000	3,000	3,000
5710 TRAVEL	105	-	1,000	1,000	1,000	1,000
5716 LICENSES & CONTINUING ED	-	-	-	-	3,000	3,000
5730 DUES/SUBSCRIPTIONS	6,341	2,492	6,000	6,000	5,000	5,000
TOTAL T-BLDG MAINT EXPENSES	223,320	257,494	262,400	262,400	287,400	287,400
<b>TOTAL P&amp;F TOWN BUILDING MAINTENANCE</b>	<b>766,913</b>	<b>693,580</b>	<b>716,697</b>	<b>716,697</b>	<b>748,791</b>	<b>748,791</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F TOWN MECHANICAL/ELECTRICAL PLANT &amp; FACILITIES</b>						
011891 T-MECHANICAL/ELEC SALARIES						
5110 REG WAGES	453,370	551,563	581,931	581,931	581,911	581,911
5120 OVERTIME	28,426	40,599	40,000	40,000	40,000	40,000
5140 SEASONAL	70	3,530	7,200	7,200	15,000	15,000
5187 RETRO WAGES	-	-	-	-	-	-
TOTAL T-MECHANICAL/ELEC SALARIES	<u>481,866</u>	<u>595,692</u>	<u>629,131</u>	<u>629,131</u>	<u>636,911</u>	<u>636,911</u>
011892 T-MECHANICAL/ELEC EXPENSES						
5288 MAINT/REP INVENTORY	47,542	55,123	63,000	63,000	63,000	63,000
5291 RENT EQUIP	-	713	2,000	2,000	2,000	2,000
5294 CLOTHING ALLOWANCE	2,911	3,068	3,400	3,400	3,400	3,400
5295 OTHR SVCS	149,629	152,445	150,000	150,000	155,000	155,000
5350 OPER SUPP/EQUIP	92,860	119,135	90,000	90,000	90,000	90,000
5360 REPAIR/PARTS/EQUIP	20,022	11,375	20,000	20,000	20,000	20,000
5380 MIN APPARATUS/TOOLS	4,375	3,790	3,000	3,000	3,000	3,000
5410 MACHINERY/EQUIP	1,731	-	2,000	2,000	2,000	2,000
5710 TRAVEL	1,558	202	2,000	2,000	3,000	3,000
5716 LICENSES & CONTINUING ED	-	-	-	-	3,000	3,000
5730 DUES/SUBSCRIPTIONS	1,984	3,234	4,000	4,000	4,000	4,000
TOTAL T-MECHANICAL/ELEC EXPE	<u>322,612</u>	<u>349,085</u>	<u>339,400</u>	<u>339,400</u>	<u>348,400</u>	<u>348,400</u>
<b>TOTAL P&amp;F TOWN MECHANICAL/ELECT</b>	<b>804,478</b>	<b>944,777</b>	<b>968,531</b>	<b>968,531</b>	<b>985,311</b>	<b>985,311</b>



**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>P&amp;F VEHICLE MAINTENANCE PLANT &amp; FACILITIES</b>						
011911 VEHICLE MAINT SALARIES						
5110 REG WAGES	233,452	259,588	263,769	263,769	263,764	263,764
5120 OVERTIME	35,473	21,643	30,000	30,000	30,000	30,000
5121 SNOW OVERTIME	-	-	-	-	-	-
5140 SEASONAL	-	77	6,000	6,000	6,000	6,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL VEHICLE MAINT SALARIES</b>	<b>268,925</b>	<b>281,308</b>	<b>299,769</b>	<b>299,769</b>	<b>299,764</b>	<b>299,764</b>
011912 VEHICLE MAINT EXPENSES						
5283 REP-VHCLS	8,320	19,620	20,000	20,000	20,000	20,000
5285 REPAIRS/OTHER EQUIP	-	1,461	5,000	5,000	5,000	5,000
5293 UNIFORM RENTAL	1,943	3,938	4,500	4,500	4,500	4,500
5294 CLOTHING ALLOWANCE	3,048	1,300	1,300	1,300	1,300	1,300
5295 OTHR SVCS	-	34	-	-	-	-
5355 AUTO FUEL	67,898	56,651	80,000	80,000	80,000	78,000
5360 REPAIR/PARTS/EQUIP	69,472	58,501	80,000	80,000	85,000	80,000
5361 OPER SUPPLIES/POLICE	27,363	27,728	50,000	50,000	55,000	55,000
5362 OPER SUPPLIES/FIRE	99,623	101,274	90,000	90,000	100,000	100,000
5363 DPW VEHICLES	75,790	107,379	75,000	75,000	75,000	75,000
5380 MIN APPARATUS/TOOLS	13,836	6,319	8,000	8,000	8,000	8,000
5430 OTH EQUIP	536	-	2,000	2,000	2,000	2,000
5710 TRAVEL	-	50	125	125	500	500
5716 LICENSES & CONTINUING ED	-	-	-	-	2,000	2,000
5730 DUES/SUBSCRIPTIONS	100	25	2,000	2,000	1,000	1,000
<b>TOTAL VEHICLE MAINT EXPENSES</b>	<b>367,929</b>	<b>384,280</b>	<b>417,925</b>	<b>417,925</b>	<b>439,300</b>	<b>432,300</b>
<b>TOTAL VEHICLE MAINTENANCE</b>	<b>636,854</b>	<b>665,588</b>	<b>717,694</b>	<b>717,694</b>	<b>739,064</b>	<b>732,064</b>



# WATER & SEWER ENTERPRISE BUDGETS

# PERSONNEL DETAIL

	<u>Position Classification</u>	<u>FTE FY2014</u>	<u>FTE FY2015</u>	<u>FTE FY2016</u>	<u>REQ FY2017</u>	<u>TMREC FY2017</u>	<u>TMREC FY2017</u>
<b>SEWER</b>							
I-24	Projects Engineer	1.0	1.0	1.0	1.0	1.0	83,173
I-24	GIS Coordinator *						16,736
I-14	Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	56,614
W-9	Working Foreman	1.0	1.0	1.0	1.0	1.0	60,424
W-5	Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	55,122
	SEWER TOTAL	4.0	4.0	4.0	4.0	4.0	272,069
<b>WATER</b>							
I-28	Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	102,673
I-28	Superintendent-Distribution	1.0	1.0	1.0	1.0	1.0	102,673
I-26	General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	91,101
I-24	GIS Coordinator *						16,736
I-24	Environmental Compliance Coordinator	1.0	1.0	1.0	1.0	1.0	82,363
I-24	Chief Chemist	1.0	1.0	1.0	1.0	1.0	85,649
I-20	Junior Civil Engineer	1.0	1.0	1.0	1.0	1.0	70,912
I-16	W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	62,965
I-16	Office Coordinator	1.0	1.0	1.0	1.0	1.0	62,965
I-12	Office Assistant II (moved from Sewer)	0.6	1.0	1.0	1.0	1.0	48,138
W-13	WTF Station Opr. Working Foreman	1.0	1.0	1.0	1.0	1.0	70,987
W-10	WTF Station Operator	4.0	4.0	5.0	5.0	5.0	321,818
W-8	WTF Station Jr Operator	1.0	1.0				
W-6	WTF Station OIT	1.0	1.0	1.0	1.0	1.0	56,777
W-4	Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	149,743
W-5	Equip Operator II	1.0	1.0	1.0	1.0	1.0	55,657
W-5	Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	52,064
W-3	Water Meter Reader	1.0	1.0	1.0	1.0	1.0	52,355
W-1	Custodian	1.0	1.0	1.0	1.0	1.0	49,013
	WATER TOTAL	22.6	23.0	23.0	23.0	23.0	1,534,589

\* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>	<b>FY2016 BUDGET</b>	<b>FY2016 ESTIMATE</b>	<b>FY2017 DEPT REQ</b>	<b>FY2017 TOWN MGR</b>
<b>SEWER ENTERPRISE FUND</b>						
<b>PUBLIC WORKS</b>						
70001 SEWER ENTERPRISE FUND SALARIES						
5110 REGULAR WAGES	258,950	263,098	255,078	255,078	256,133	256,133
5120 OVERTIME	8,267	19,687	25,000	25,000	25,000	25,000
5130 PART-TIME	18,734	20,041	15,072	15,072	16,736	16,736
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL SEWER ENTERPRISE FUND SALARIES</b>	<b>285,951</b>	<b>302,826</b>	<b>295,150</b>	<b>295,150</b>	<b>297,869</b>	<b>297,869</b>
70002 SEWER ENTERPRISE FUND EXPENSES						
5211 ELECTRICITY	71,368	88,966	80,000	80,000	102,500	102,500
5220 TELEPHONE	1,754	1,863	3,000	3,000	2,500	2,500
5225 POSTAGE	5,402	3,858	6,000	6,000	6,000	6,000
5294 CLOTHING ALLOWANCE	650	325	1,300	1,300	1,300	1,300
5295 OTHR SVCS	66,511	63,885	92,000	92,000	92,000	92,000
5323 CHEMICALS	2,895	-	11,000	11,000	9,000	9,000
5330 SUPPLIES/BUILDING	5,420	6,596	4,000	4,000	4,000	4,000
5335 FUEL OIL	4,610	9,831	10,000	10,000	8,000	8,000
5360 REPAIR PARTS/EQUIP	7,036	33,123	30,000	30,000	30,000	30,000
5380 MIN APPARATUS/TOOLS	1,163	561	600	600	600	600
5410 MACHINERY/EQUIP	9,443	45,564	85,000	85,000	85,000	85,000
5500 GIS (Moved from 5295)	14,060	16,008	17,000	17,000	17,000	17,000
5600 GTR LAWRENCE SANITARY	1,513,520	1,704,311	1,800,000	1,800,000	1,976,130	1,976,130
5950 OPEB	-	37,335	40,000	40,000	42,000	42,000
<b>TOTAL SEWER ENTERPRISE FUND EXPENSES</b>	<b>1,703,832</b>	<b>2,012,226</b>	<b>2,179,900</b>	<b>2,179,900</b>	<b>2,376,030</b>	<b>2,376,030</b>
<b>TOTAL SEWER ENTERPRISE FUND</b>	<b>1,989,783</b>	<b>2,315,052</b>	<b>2,475,050</b>	<b>2,475,050</b>	<b>2,673,899</b>	<b>2,673,899</b>

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>WATER ENTERPRISE FUND</b>						
<b>PUBLIC WORKS</b>						
71001 WATER ENTERPRISE FUND SALARIES						
5110 REGULAR WAGES	1,454,149	1,455,140	1,513,204	1,513,204	1,519,053	1,519,053
5120 OVERTIME	343,996	379,450	350,000	350,000	350,000	350,000
5130 PART-TIME	48,024	16,537	15,072	15,072	16,736	16,736
5140 SEASONAL	8,248	14,117	30,000	30,000	25,000	25,000
5187 RETRO WAGES	-	-	-	-	-	-
<b>TOTAL WATER ENTERPRISE FUND SALARIES</b>	<b>1,854,417</b>	<b>1,865,244</b>	<b>1,908,276</b>	<b>1,908,276</b>	<b>1,910,789</b>	<b>1,910,789</b>
71002 WATER ENTERPRISE FUND EXPENSES						
5211 ELECTRICITY	726,881	867,640	940,800	940,800	1,076,250	1,076,250
5213 NATURAL GAS/OIL	61,315	66,885	70,000	70,000	70,000	70,000
5220 TELEPHONE	31,147	33,617	30,000	30,000	35,000	35,000
5225 POSTAGE	5,402	3,858	8,000	8,000	8,000	8,000
5250 ADVERTISING	-	475	1,000	1,000	1,000	1,000
5270 PRINTING	786	4,545	5,000	5,000	5,000	5,000
5285 MAINT REP/OTHER EQUIP	154,287	202,032	245,000	245,000	245,000	245,000
5294 CLOTHING ALLOWANCE	4,550	4,550	4,550	4,550	4,550	4,550
5295 OTHR SVCS	417,351	305,369	250,000	250,000	275,000	275,000
5310 OFFICE SUPPLIES	10,389	8,069	12,000	12,000	12,000	12,000
5323 CHEMICALS	369,751	366,247	433,000	433,000	433,000	433,000
5324 WATER LAB SUPP/EQUIP	42,037	43,326	55,000	55,000	55,000	55,000
5325 WATER CONSERVATION	10,636	10,959	10,000	10,000	10,000	10,000
5330 SUPPLIES/BUILDING	17,809	16,173	16,000	16,000	17,000	17,000
5335 FUEL OIL	5,185	7,609	20,000	20,000	15,000	15,000
5350 SUPPLIES/EQUIPMENT	101,074	133,363	175,000	175,000	175,000	175,000
5355 AUTOMOTIVE FUEL	44,343	33,205	46,000	46,000	40,000	40,000
5360 REPAIR PARTS/EQUIP	121,697	80,709	150,000	150,000	150,000	150,000
5364 REPAIRS/WATER VEHICLES	30,805	29,867	25,000	25,000	25,000	25,000
5380 MIN APPARATUS/TOOLS	1,723	2,899	3,000	3,000	3,000	3,000
5395 OTHER COMMODITIES	34,076	35,728	35,000	35,000	35,000	35,000
5410 MACHINERY/EQUIP	18,620	50,090	20,000	20,000	20,000	20,000
5500 GIS	9,540	-	13,000	13,000	10,000	10,000
5710 TRAVEL IN-STATE	4,177	6,510	5,000	5,000	7,000	7,000
5730 DUES/SUBSCRIPTIONS	21,247	25,677	24,000	24,000	26,000	26,000
5950 OPEB	77,440	231,704	250,000	250,000	262,500	262,500
5760 COURT JUDGEMENT	450,000	-	-	-	-	-
<b>TOTAL WATER ENTERPRISE FUND EXPENSES</b>	<b>2,772,268</b>	<b>2,571,106</b>	<b>2,846,350</b>	<b>2,846,350</b>	<b>3,015,300</b>	<b>3,015,300</b>
<b>TOTAL WATER ENTERPRISE FUND</b>	<b>4,626,685</b>	<b>4,436,350</b>	<b>4,754,626</b>	<b>4,754,626</b>	<b>4,926,089</b>	<b>4,926,089</b>
<b>TOTAL SEWER/WATER ENTERPRISE</b>	<b>6,616,468</b>	<b>6,751,402</b>	<b>7,229,676</b>	<b>7,229,676</b>	<b>7,599,988</b>	<b>7,599,988</b>



# SCHOOL DEPARTMENT

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>ANDOVER PUBLIC SCHOOLS</b>						
<b>SCHOOL</b>						
013001 ANDOVER SCHOOL SALARIES						
5110 REGULAR WAGES	<u>56,217,707</u>	<u>57,594,012</u>	<u>59,210,775</u>	<u>59,210,775</u>	<u>62,408,911</u>	<u>60,975,256</u>
TOTAL ANDOVER SCHOOL SALARIES	56,217,707	57,594,012	59,210,775	59,210,775	62,408,911	60,975,256
013002 ANDOVER SCHOOL EXPENSES						
5700 UNCLASSIFIED EXP	<u>12,709,886</u>	<u>13,310,440</u>	<u>14,085,816</u>	<u>14,085,816</u>	<u>14,890,163</u>	<u>14,505,573</u>
TOTAL ANDOVER SCHOOL EXPENSES	<u>12,709,886</u>	<u>13,310,440</u>	<u>14,085,816</u>	<u>14,085,816</u>	<u>14,890,163</u>	<u>14,505,573</u>
 TOTAL ANDOVER SCHOOL	 68,927,593	 70,904,452	 73,296,591	 73,296,591	 77,299,074	 75,480,829

Andover Public Schools							
FY 2017 School Committee Recommended Budget							
	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Budget FY2016	FY2017 Recommended Budget	FY2017 TM Recommended
Personnel Salaries	48,905,991	52,459,521	56,217,707	57,594,012	59,210,775	62,408,911	
Expenses	14,378,586	13,275,942	12,709,886	13,310,440	14,085,816	14,890,163	
Total	63,284,577	65,735,463	68,927,593	70,904,452	73,296,591	77,299,074	75,480,829
			\$ over FY 16			4,002,483	
			% over FY 16			5.46%	
						TM \$\$ over FY 16	2,184,238
						TM % over FY 16	2.98%
							GAP
							1,818,245

Salary Change      3,198,136  
5.401%

Expense Change      804,347  
5.710%

1/21/2016  
V2



**BUDGET SUMMARY**  
**FY 17 Recommended Budget**

FY17 BUDGET GENERAL FUNDS										
Acct.	Function	FY17 Total Recommended	FY16 Total Approved	Difference	Percent Change	FY16 Total Expended	FY14 Total Expended	FY13 Total Expended	FY12 Total Expended	FY11 Total Expended
110	School Committee	49,072	198,950	(149,878)	-75.3%	53,026	51,694	38,669	32,018	24,903
111	Legal Services	376,000	300,000	76,000	25.3%	551,724	424,760	533,905	479,758	310,293
120	Superintendent's Office	397,144	333,976	63,168	18.9%	320,421	322,906	307,155	288,600	284,430
141	Asst. Superintendent's Office	412,689	284,515	128,174	45.0%	274,065	276,431	253,705	251,087	257,245
142	Human Resources	573,817	554,428	19,389	3.5%	529,704	490,913	477,994	441,237	390,431
143	Business Services	1,060,200	1,043,262	16,938	1.6%	972,894	958,556	972,333	676,298	777,083
144	GAP Reduction	0	0	0	0	0	0	(1,406)	0	(27,194)
210	Supervisors	1,931,780	1,905,037	26,743	1.4%	1,672,154	1,580,225	1,376,149	1,065,928	1,143,320
220	Principals	3,556,497	3,418,029	138,468	4.1%	3,532,235	3,389,387	3,006,440	2,896,501	2,721,034
230	Teaching	48,829,991	45,965,942	2,864,049	6.2%	44,946,718	44,226,186	41,837,412	39,250,546	38,105,294
235	Professional Development	430,179	431,582	(1,403)	-0.3%	327,333	329,435	254,634	236,402	171,386
240	Textbooks	141,488	143,239	(1,751)	-1.2%	86,084	100,330	202,783	152,515	48,496
250	Digital Learning & Media	1,245,377	1,239,171	6,206	0.5%	1,090,840	929,198	763,192	475,644	480,182
260	Technology	157,861	55,576	102,285	184.0%	124,635	189,332	121,267	150,634	531,360
270	Guidance & Social Workers	2,127,034	2,040,546	86,488	4.2%	1,972,799	1,856,789	1,668,478	653,433	859,800
280	Evaluation/Therapy	1,444,151	1,450,367	(6,216)	-0.4%	1,172,423	1,128,873	1,188,707	2,597,467	2,504,188
320	Health Services	863,639	827,632	36,007	4.4%	825,598	776,502	724,287	673,430	660,324
331	Transp. - Reg. Educ.	1,924,576	1,848,016	76,560	4.1%	1,725,361	1,556,812	1,449,240	1,341,510	1,305,027
332	Transp. - Special Educ.	1,900,500	1,932,741	(32,241)	-1.7%	1,690,007	1,553,276	1,524,527	1,467,398	1,497,782
333	Transp. - Homeless	18,000	10,000	8,000	80.0%	3,175	16,577	5,488	13,368	4,425
351	Athletics	457,612	444,882	12,730	2.9%	442,670	447,212	471,753	419,628	418,350
352	Student Activities	130,551	131,876	(1,325)	-1.0%	132,188	128,367	102,294	83,550	63,662
360	Building Security	46,141	45,236	905	2.0%	45,236	45,236	36,057		
411	Custodial Services	2,155,337	2,101,755	53,582	2.5%	2,050,297	2,041,539	2,020,826	1,885,924	1,838,402
412	Building Operations	1,612,124	1,615,911	(3,787)	-0.2%	1,449,722	1,310,913	1,370,733	1,482,468	1,775,051
521	Medicare/Benefits	911,400	878,165	33,235	3.8%	843,601	825,515	746,174	701,176	680,426
730	Equipment	0				35,417	101,242	381,549		
900	Prog. Other Districts	4,545,914	4,095,757	450,157	11.0%	4,034,125	3,869,387	3,901,118	5,568,057	5,062,721
	<b>Total</b>	<b>77,299,074</b>	<b>73,296,691</b>	<b>4,002,483</b>	<b>5.46%</b>	<b>70,904,452</b>	<b>68,927,693</b>	<b>65,736,463</b>	<b>63,284,577</b>	<b>61,888,421</b>

21-Jan-16

FY17 SALARY BUDGET GENERAL FUNDS										
Acct.	Function	FY17 Total Recommended	FY16 Total Approved	Difference	Percent Change	FY16 Total Expended	FY14 Total Expended	FY13 Total Expended	FY12 Total Expended	FY11 Total Expended
110	School Committee	14,300	14,300	0	0.0%	12,150	10,425	10,500	12,175	13,350
120	Superintendent's Office	356,216	299,676	56,540	18.9%	292,217	285,194	277,309	267,709	260,189
141	Asst. Superintendent's Office	395,512	267,193	128,319	48.0%	260,072	253,157	244,144	237,450	246,767
142	Human Resources	411,667	400,713	10,954	2.7%	379,897	354,099	326,881	309,676	302,736
143	Business Services	856,257	859,177	(2,920)	-0.3%	816,824	784,140	749,096	578,052	662,130
144	GAP Reduction	0	0	0	0	-	-	-	-	0
210	Supervisors	1,882,045	1,854,824	27,221	1.5%	1,620,528	1,549,935	1,294,867	968,920	1,063,428
220	Principals	3,405,976	3,293,684	112,292	3.4%	3,402,502	3,263,770	2,832,404	2,783,357	2,613,758
230	Teaching	47,754,166	44,971,512	2,782,654	6.2%	43,938,949	43,273,042	40,721,769	38,428,058	37,455,710
235	Professional Development	91,600	117,536	(25,936)	-22.1%	157,219	146,699	98,936	121,299	80,980
250	Digital Learning & Media	1,127,093	1,183,743	(56,650)	-4.8%	1,033,081	750,618	697,427	434,102	448,066
260	Technology			0		-	-	-	0	407,973
270	Guidance & Social Workers	2,110,802	2,024,556	86,246	4.3%	1,953,032	1,844,125	1,656,290	643,837	853,069
280	Evaluation/Therapy	471,599	491,999	(20,400)	-4.1%	414,801	401,273	409,717	1,214,146	1,154,802
320	Health Services	844,953	809,282	35,671	4.4%	800,748	759,729	705,570	659,401	642,941
331	Transportation	182,386	170,201	12,185	7.2%	157,373	147,707	143,458	130,916	130,512
351	Athletics	330,467	327,366	3,101	0.9%	328,290	334,327	338,905	307,493	306,215
352	Student Activities	125,876	127,876	(2,000)	-1.6%	128,198	127,050	102,294	83,550	63,662
360	Building Security	46,141	45,236	905	2.0%	45,236	45,236	36,057		
411	Custodial Services	2,001,855	1,951,901	49,954	2.6%	1,852,895	1,887,181	1,813,897	1,725,850	1,723,320
	<b>Total</b>	<b>62,408,911</b>	<b>59,210,776</b>	<b>3,198,136</b>	<b>5.4%</b>	<b>57,594,012</b>	<b>56,217,707</b>	<b>52,459,521</b>	<b>48,905,991</b>	<b>48,429,608</b>

**BUDGET SUMMARY**  
**FY 17 Recommended Budget**

<b>FY17 NON-SALARY BUDGET</b>										
<b>GENERAL FUNDS</b>										
<b>Acct.</b>	<b>Function</b>	<b>FY17 Total Recommended</b>	<b>FY16 Total Approved</b>	<b>Difference</b>	<b>Percent Change</b>	<b>FY15 Total Expended</b>	<b>FY14 Total Expended</b>	<b>FY13 Total Expended</b>	<b>FY12 Total Expended</b>	<b>FY11 Total Expended</b>
110	School Committee	34,772	184,650	(149,878)	-81.2%	40,876	41,269	28,169	19,843	11,553
111	Legal Services	376,000	300,000	76,000	25.3%	551,724	424,760	533,905	479,758	310,293
120	Superintendent's Office	40,928	34,300	6,628	19.3%	28,204	37,712	29,846	20,891	24,241
141	Asst. Superintendent's Office	17,177	17,322	(145)	-0.8%	13,993	23,274	9,561	13,637	10,478
142	Human Resources	162,150	153,715	8,435	5.5%	149,807	136,814	151,113	131,561	87,695
143	Business Services	203,943	184,085	19,858	10.8%	156,070	174,416	223,237	98,246	114,953
144	Contingency	-	-	-	-	-	-	(1,406)	-	(27,194)
210	Supervisors	49,735	50,213	(478)	-1.0%	51,626	30,290	81,282	97,008	79,892
220	Principals	150,521	124,345	26,176	21.1%	129,733	125,617	174,036	113,144	107,276
230	Teaching	1,075,825	994,430	81,395	8.2%	1,007,769	953,144	1,115,643	822,488	649,584
235	Professional Development	338,579	314,046	24,533	7.8%	170,114	182,736	155,698	115,103	90,406
240	Textbooks	141,488	143,239	(1,751)	-1.2%	86,084	100,330	202,783	152,515	48,496
250	Digital Learning & Media	118,284	55,428	62,856	113.4%	57,759	178,580	65,765	41,542	32,116
260	Technology	157,861	55,576	102,285	184.0%	124,635	189,332	121,267	150,634	123,387
270	Guidance & Social Workers	16,232	15,990	242	1.5%	19,767	12,664	12,188	9,596	6,731
280	Evaluation/Therapy	972,552	958,368	14,184	1.5%	757,622	727,600	778,990	1,383,321	1,349,386
320	Health Services	18,686	18,350	336	1.8%	24,850	16,773	18,717	14,029	17,383
331	Transp. - Reg. Educ.	1,742,190	1,677,815	64,375	3.8%	1,567,988	1,409,105	1,305,782	1,210,594	1,174,515
332	Transp. - Special Educ.	1,900,500	1,932,741	(32,241)	-1.7%	1,690,007	1,553,276	1,524,527	1,467,398	1,497,782
333	Transp. - Homeless	18,000	10,000	8,000	80.0%	3,175	16,577	5,488	13,368	4,425
351	Athletics	127,145	117,516	9,629	8.2%	114,380	112,885	132,848	112,135	112,135
352	Student Activities	4,675	4,000	675	16.9%	3,990	1,317	-	-	-
411	Custodial	153,482	149,854	3,628	2.4%	197,402	154,358	206,929	160,074	115,082
412	Building Operations	1,612,124	1,615,911	(3,787)	-0.2%	1,449,722	1,310,913	1,370,733	1,482,468	1,775,051
521	Medicare/Benefits	911,400	878,165	33,235	3.8%	843,601	825,515	746,174	701,176	680,426
730	Equipment	-	-	-	-	35,417	101,242	381,549	-	-
900	Prog. Other Districts	4,545,914	4,095,757	450,157	11.0%	4,034,125	3,869,387	3,901,118	5,568,057	5,062,721
	<b>Total</b>	<b>14,890,163</b>	<b>14,085,816</b>	<b>804,347</b>	<b>5.7%</b>	<b>13,310,440</b>	<b>12,709,886</b>	<b>13,275,942</b>	<b>14,378,586</b>	<b>13,458,813</b>

FY17 STAFF FTEs BY FUNCTION AND FUNDING SOURCE						
FUNC	FUNCTION DESCRIPTION	FY 17 Budget	FY16 Actual*	FY16 ATM	Change from FY 16 Actual to FY 17 Budget	Change from FY16 Budget to FY16 Actual
110	SCHOOL COMMITTEE	0.00	0.00	-	-	-
120	SUPERINTENDENT	2.40	2.00	2.00	0.40	-
141	ASST SUPERINTENDENT	3.50	3.50	2.50	-	1.00
142	HUMAN RESOURCES	4.90	4.90	4.90	-	-
143	BUSINESS SERVICES	10.37	10.37	10.37	-	-
210	SUPERVISORY	19.03	19.03	19.63	-	(0.60)
220	PRINCIPALS	39.86	39.56	39.11	0.30	0.45
230	TEACHING	699.52	684.93	677.04	14.59	7.89
235	PROFESIONAL DEVL PNT				-	-
250	LIBRARY/MEDIA	14.90	14.90	15.20	-	(0.30)
260	TECHNOLOGY				-	-
270	GUIDANCE	26.22	26.22	26.22	-	-
280	EVALUATION/THERAPY	5.30	5.30	5.70	-	(0.40)
320	HEALTH SERVICES	14.00	14.00	14.00	-	-
331	TRANSP - REG ED	7.00	7.00	7.00	-	-
351	ATHLETICS	1.60	1.60	1.60	-	-
352	STUDENT ACTIVITIES	-	-	-	-	-
360	BUILDING SECURITY	1.00	1.00	1.00	-	-
411	CUSTODIAL	39.50	39.50	39.50	-	-
Operating Budget Total		889.1	873.81	865.77	15.29	8.04

GRANTS					
Early Child		0.29	0.28	0.28	0.01
IDEA		26.32	28.30	28.30	(1.98)
Title 1		3.30	2.62	2.62	0.68
NE Arts		1.00	1.00		
Grant Total		29.91	32.20	31.20	(1.29)

REVOLVING					
All day K		18.54	14.98	14.98	3.56
SPED-Tops		0.50	0.50	0.50	
Café		31.50	31.57	31.57	(0.07)
Collins Ctr		0.60	0.60	0.60	-
HITF		1.10	1.10	1.10	-
Pre K		1.85	2.00	2.01	(0.15)
Revolving Total		54.09	50.75	50.76	3.34

Total Operating, Grant & Revolving	973.10	956.76	947.73	16.34
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\* Variations based upon quarterly FTE reports to date.

G Grant Funds  
R Revolving Funds  
EC Early Childhood  
IDEA Individuals with Disabilities Education Act  
TITLE 1 Improving the Academic Achievement of the Disadvantaged  
ADK All Day Kindergarten Program  
CAFÉ Food Service Program  
CC Collins Center  
HITF Health Insurance Trust Fund  
PK Pre Kindergarten Program



# FIXED & UNCLASSIFIED EXPENSES

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>TECHNICAL SCHOOLS</b>						
<b>TECHNICAL SCHOOLS</b>						
013012 TECHNICAL SCHOOL EXPENSES						
5295 OTHER CHGS/SERVICES	<u>330,974</u>	<u>456,521</u>	<u>510,000</u>	<u>569,000</u>	<u>540,000</u>	<u>540,000</u>
TOTAL TECHNICAL SCHOOL EXPENSES	<u>330,974</u>	<u>456,521</u>	<u>510,000</u>	<u>569,000</u>	<u>540,000</u>	<u>540,000</u>
<b>TOTAL TECHNICAL SCHOOLS</b>	<b>330,974</b>	<b>456,521</b>	<b>510,000</b>	<b>569,000</b>	<b>540,000</b>	<b>540,000</b>

INCLUDES GREATER LAWRENCE TECHNICAL SCHOOL AND ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL

# DEBT SERVICE FUND

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## Debt Service Fund Description

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

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**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>DEBT PRINCIPAL</b>						
<b>DEBT SERVICE</b>						
017102 NON-EXEMPT DEBT SERVICE PRINCIPAL						
5741 SCHOOL LOANS	1,109,000	1,408,000	1,517,400	1,517,400	1,562,500	1,562,500
5742 WATER LOANS	749,629	971,570	1,165,263	1,165,263	1,284,756	1,284,756
5743 SEWER LOANS	1,925,500	1,920,500	1,913,300	1,913,300	1,880,200	1,880,200
5744 STREET LOANS	320,000	215,000	232,600	232,600	347,800	347,800
5745 MUNICIPAL BLDGS LOANS	688,900	803,900	955,200	955,200	1,228,900	1,228,900
5746 PUBLIC SAFETY LOANS	125,000	125,000	125,800	125,800	70,000	70,000
5747 LAND ACQ LOANS	415,000	450,000	441,850	441,850	440,000	440,000
5749 OTHER MUN PURPOSES	255,000	265,000	338,750	338,750	352,304	352,304
TOTAL NON-EXEMPT DEBT SERVICE PRINCIPAL	<u>5,588,029</u>	<u>6,158,970</u>	<u>6,690,163</u>	<u>6,690,163</u>	<u>7,166,460</u>	<u>7,166,460</u>
017112 EXEMPT DEBT SERVICE PRINCIPAL						
5741 SCHOOL LOANS	3,240,000	3,900,000	3,897,600	3,897,600	2,966,800	2,966,800
5746 PUBLIC SAFETY LOANS	591,600	586,600	577,100	577,100	552,100	552,100
TOTAL EXEMPT DEBT SERVICE PRINCIPAL	<u>3,831,600</u>	<u>4,486,600</u>	<u>4,474,700</u>	<u>4,474,700</u>	<u>3,518,900</u>	<u>3,518,900</u>
<b>TOTAL DEBT PRINCIPAL</b>	<b>9,419,629</b>	<b>10,645,570</b>	<b>11,164,863</b>	<b>11,164,863</b>	<b>10,685,360</b>	<b>10,685,360</b>
<b>DEBT INTEREST</b>						
<b>DEBT SERVICE</b>						
017502 NON-EXEMPT DEBT SERVICE INTEREST						
5732 INT ON BANS NON-EXEMPT	33,000	-	80,000	7,000	80,000	80,000
573202 BANS NON-EXEMPT WATER	-	-	35,000	35,000	35,000	35,000
5739 BOND ISSUE EXPENSE	9,599	11,218	105,000	105,000	105,000	105,000
5741 SCHOOL LOANS	544,293	739,003	752,895	752,895	713,004	713,004
5742 WATER LOANS	281,988	412,863	452,345	452,345	491,542	491,542
5743 SEWER LOANS	821,052	754,633	686,437	686,437	616,572	616,572
5744 STREET LOANS	105,457	93,627	90,077	90,077	107,781	107,781
5745 MUNICIPAL BLDGS LOANS	221,760	291,128	307,760	307,760	357,584	357,584
5746 PUBLIC SAFETY LOANS	22,632	18,727	14,675	14,675	11,550	11,550
5747 LAND ACQ LOANS	194,387	212,207	196,384	196,384	180,563	180,563
5749 OTHER MUN PURPOSES	64,125	64,632	88,724	88,724	96,938	96,938
TOTAL NON-EXEMPT DEBT SERVICE INTEREST	<u>2,298,293</u>	<u>2,598,038</u>	<u>2,809,297</u>	<u>2,736,297</u>	<u>2,795,534</u>	<u>2,795,534</u>
017512 EXEMPT DEBT SERVICE INTEREST						
5741 SCHOOL LOANS	910,509	1,429,009	1,318,707	1,318,707	1,186,827	1,186,827
5746 PUBLIC SAFETY LOANS	194,488	174,584	150,267	150,267	122,674	122,674
TOTAL EXEMPT DEBT SERVICE INTEREST	<u>1,104,997</u>	<u>1,603,593</u>	<u>1,468,974</u>	<u>1,468,974</u>	<u>1,309,501</u>	<u>1,309,501</u>
<b>TOTAL DEBT INTEREST</b>	<b>3,403,290</b>	<b>4,201,631</b>	<b>4,278,271</b>	<b>4,205,271</b>	<b>4,105,035</b>	<b>4,105,035</b>
<b>DEBT SERVICE EXPENSES</b>						
FROM CABLE FUND	(349,735)	(336,638)	(325,438)	(325,438)	(479,561)	(479,561)
TOTAL DEBT SERVICE EXPENSES	<u>(349,735)</u>	<u>(336,638)</u>	<u>(325,438)</u>	<u>(325,438)</u>	<u>(479,561)</u>	<u>(479,561)</u>
<b>TOTAL DEBT SERVICE</b>	<b>12,822,919</b>	<b>14,847,201</b>	<b>15,443,135</b>	<b>15,370,135</b>	<b>14,790,395</b>	<b>14,790,395</b>

TOWN OF ANDOVER  
DEBT ANALYSIS TOOL - NON EXEMPT DEBT PROJECTIONS

NON-EXEMPT DEBT	AMOUNT	YRS	2016	2017	2018	2019	2020	2021	2022	2023	2024	BALANCE	TOTAL
TOTAL EXISTING DEBT			5,097,812	4,906,705	4,513,893	4,216,706	3,777,540	3,499,184	3,382,147	3,035,467	2,836,107	14,815,969	50,081,530
FY16 BORROW ESTIMATE			-	562,215	547,400	532,584	517,769	501,203	305,338	296,920	288,503	2,583,776	4,843,820
TOTAL			5,097,812	5,468,920	5,061,293	4,749,290	4,295,309	4,000,387	3,687,485	3,332,387	3,124,610	17,399,745	54,925,350
CABLE TECHNOLOGY FUNDING			(325,437)	(479,561)	(321,838)	(305,937)	(300,050)	(250,050)	(182,000)	-	-	-	(2,164,873)
LEDGE ROAD LANDFILL CLOSURE			-	-	42,500	170,825	398,490	471,755	451,820	451,845	441,870	5,355,605	7,794,710
TOTAL DEBT			4,772,375	4,989,359	4,781,955	4,614,178	4,393,749	4,222,092	3,967,305	3,784,232	3,566,480	22,755,350	60,555,187
PROPOSED CIP FY17													
DPW HIGHWAY VEHICLES - LARGE	350,000	10	-	-	47,250	46,025	44,800	43,575	42,350	41,125	39,900	117,350	417,375
P&F-6	700,000	10	-	-	94,500	92,050	89,600	87,150	84,700	82,250	79,800	224,700	834,750
MAJOR TOWN PROJECTS	575,000	10	-	-	77,625	75,613	73,600	71,588	69,575	67,563	65,550	184,575	685,688
FIRE APPARATUS REPLACEMENT - ENGINE 4	500,000	10	-	-	67,500	65,750	64,000	62,250	60,500	58,750	57,000	160,500	596,250
MAJOR SCHOOL PROJECTS	500,000	10	-	-	67,500	65,750	64,000	62,250	60,500	58,750	57,000	160,500	596,250
LOVELY FIELD TURF REPLACEMENT	2,000,000	20	-	-	170,000	166,500	163,000	159,500	156,000	152,500	149,000	1,618,500	2,735,000
COLLINS CENTER FAÇADE REPLACEMENT	4,625,000	20	-	-	524,375	511,688	499,000	486,313	473,625	460,938	448,250	2,461,125	5,865,313
FY18	4,276,933	20	-	-	-	363,539	356,055	348,570	341,085	333,601	326,116	3,779,740	5,848,707
FY19	4,405,241	20	-	-	-	-	374,446	366,736	359,027	351,318	343,609	4,229,032	6,024,168
FY20	4,537,359	20	-	-	-	-	-	385,679	377,738	369,798	361,858	4,709,820	6,204,893
FY21	4,673,521	20	-	-	-	-	-	-	397,249	389,071	380,892	5,223,828	6,391,040
FY22	4,813,726	20	-	-	-	-	-	-	-	409,167	400,743	5,772,861	6,582,771
FY23	4,958,138	20	-	-	-	-	-	-	-	-	421,442	6,358,812	6,780,254
FY24	5,106,882	20	-	-	-	-	-	-	-	-	-	6,983,661	6,983,661
FY25	5,260,088	20	-	-	-	-	-	-	-	-	-	-	7,193,170
FUTURE CIP DEBT (\$3.8M AVG) INC 3% PER YEAR			-	-	-	-	730,500	1,100,985	1,475,100	1,852,954	2,234,659	30,074,093	37,831,831
TOTAL DEBT INCLUDING FY17 CIP AND FUTURE CIP DEBT			4,772,375	4,989,359	5,306,330	5,489,405	5,623,249	5,809,390	5,916,030	6,098,124	6,249,389	55,290,568	104,252,331



**TOWN OF ANDOVER  
DEBT ANALYSIS TOOL - EXEMPT DEBT PROJECTIONS**

Actual Debt through 6/30/15

EXEMPT DEBT	AMOUNT	YRS	2016	2017	2018	2019	2020	2021	TOTAL YRS
EXISTING									
LESS PREMIUM			5,949,901	4,828,400	4,035,954	3,901,149	3,780,751	3,524,589	51,380,403
LESS SBAB			(94,055)	(88,874)	(84,490)	(78,114)	(76,121)	(71,338)	(878,973)
			(1,551,356)	(1,142,103)	-	-	-	-	(2,693,459)
TOTAL			4,304,490	3,597,423	3,951,464	3,823,035	3,704,630	3,453,251	47,807,971
TAX RATE IMPACT			\$ 303.80	\$ 253.90	\$ 278.89	\$ 269.82	\$ 261.46	\$ 243.72	\$ 3,374.18
APPROVED (FY16 ESTIMATE)									
BANCROFT SCHOOL	\$		-	-	-	-	-	-	-
TOTAL			-	-	-	-	-	-	-
TAX RATE IMPACT	\$		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL DEBT SERVICE	\$		\$ 4,304,490	\$ 3,597,423	\$ 3,951,464	\$ 3,823,035	\$ 3,704,630	\$ 3,453,251	\$ 47,807,971
TOTAL TAX RATE IMPACT	\$		\$ 303.80	\$ 253.90	\$ 278.89	\$ 269.82	\$ 261.46	\$ 243.72	\$ 3,374.18

**TOWN OF ANDOVER  
WATER DEBT ANALYSIS**

2/5/2016

	<u>AMOUNT</u>	<u>YEARS</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL ALL YRS</u>
EXISTING WATER			1,668,196	1,631,797	1,597,810	1,533,998	1,491,853	1,456,051	1,379,816	17,337,966
ESTIMATED FY16 BORROW										
MAJOR WATER MAIN REPLACEMENT #3	1,700,000	20	-	144,500	141,525	138,550	135,575	132,600	129,625	2,324,750
TOTAL ESTIMATED BORROW FY15	1,700,000		-	144,500	141,525	138,550	135,575	132,600	129,625	2,324,750
TOTAL DEBT			1,668,196	1,776,297	1,739,335	1,672,548	1,627,428	1,588,651	1,509,441	19,662,716
AUTH BORROW FY15 AND AFTER										
WTP FILTER BACKWASH DISCHARGE DESIGN	300,000	10	-	-	-	-	37,500	36,750	36,000	341,250
			1,668,196	1,776,297	1,739,335	1,672,548	1,664,928	1,625,401	1,545,441	20,003,966
PROPOSED CIP FY17										
WATER STORAGE TANK REHABILITATION	1,450,000	20	-	-	123,250	120,713	118,175	115,638	113,100	1,982,875
WATER STORAGE TANK REHABILITATION	500,000	20	-	-	-	42,500	41,625	40,750	39,875	683,750
MAJOR WATER MAIN REPLACEMENT	1,000,000	20	-	-	144,500	141,525	138,550	135,575	132,600	2,324,750
TOTAL PROPOSED	2,450,000		-	-	267,750	304,738	298,350	291,963	285,575	4,991,375
			1,668,196	1,776,297	2,007,085	1,977,286	1,963,278	1,917,364	1,831,016	24,995,341
FUTURE PROJECTS PROPOSED										
WTP ELECTRICAL SUBSTATION - DESIGN	250,000	5	-	-	58,750	57,000	55,250	53,500	50,875	215,625
WTP ELECTRICAL SUBSTATION - CONSTRUCTION	1,250,000	20	-	-	-	106,250	104,063	101,875	99,688	1,709,380
FILTER BACKWASH DISCHARGE TANK #1	2,000,000	20	-	-	-	-	-	170,000	166,500	2,735,000
FILTER BACKWASH DISCHARGE TANK #2	2,500,000	20	-	-	-	-	-	-	212,500	3,418,750
MAJOR WATER MAIN REPLACEMENT (FY18)	1,000,000	20	-	-	-	85,000	83,250	81,500	79,750	1,367,470
MAJOR WATER MAIN REPLACEMENT (FY19)	1,000,000	20	-	-	-	-	85,000	83,250	81,500	1,367,470
MAJOR WATER MAIN REPLACEMENT (FY20)	1,000,000	20	-	-	-	-	-	85,000	83,250	1,367,470
MAJOR WATER MAIN REPLACEMENT (FY21)	1,000,000	20	-	-	-	-	-	-	85,000	1,367,470
MAJOR WATER MAIN REPLACEMENT (FY22)	1,000,000	20	-	-	-	-	-	-	-	1,367,470
TOTAL	9,500,000		-	-	58,750	248,250	327,563	575,125	859,063	14,917,105
GRAND TOTAL			1,668,196	1,776,297	2,065,835	2,225,536	2,290,841	2,492,489	2,690,079	39,912,446

**TOWN OF ANDOVER  
SEWER DEBT ANALYSIS**

2/5/2016

	<u>AMOUNT</u>	<u>YEARS</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>TOTAL ALL YRS</u>
EXISTING										
SEWER			2,599,737	2,496,772	2,406,473	2,349,276	2,306,726	2,222,220	2,108,652	23,187,461
ACTUAL FY16 BORROW										
TOTAL ACTUAL BORROW FY16	-		-	-	-	-	-	-	-	-
Total			2,599,737	2,496,772	2,406,473	2,349,276	2,306,726	2,222,220	2,108,652	23,187,461
HOLD (No current plans to borrow)										
Shawsheen Pump Station	350,000									
Shawsheen River Outfall	2,200,000									
	<u>2,550,000</u>									
Grand Total			<u>2,599,737</u>	<u>2,496,772</u>	<u>2,406,473</u>	<u>2,349,276</u>	<u>2,306,726</u>	<u>2,222,220</u>	<u>2,108,652</u>	<u>23,187,461</u>

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2015									
PRINCIPAL AND INTEREST									
	ISSUE	ARTICLE	TOTAL LOAN	2015	2017	2018	2019	2020	Total All Years
<b>EXEMPT DEBT</b>									
SCHOOL									
EXEMPT ADVANCE REFUNDING (2006)	ART 20-1, 1994		6,378,109	647,087.95					1,282,175.89
EXEMPT ADVANCE REFUNDING (2006)	ART 20-2, 1994		506,373	49,662.05					96,761.61
SCHOOL BONDS EXEMPT REFI	ART 18, 1999		1,092,000	144,100.00	138,100.00	133,300.00	123,625.00	117,875.00	657,000.00
BANCROFT FEASIBILITY	ART 24, 2008		300,000						
SCHOOL BONDS - Sewer REFI	ART 9, 2003		1,342,000	190,575.00	182,825.00	166,775.00	156,100.00	149,100.00	988,175.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2003		3,361,700	423,665.00	409,964.50	393,012.50	381,287.50	362,987.50	2,970,887.25
SCHOOL BONDS EXEMPT REFI	ART 9, 2006		7,090,000						
ADV REF 9495 LOANS	VARIOUS		10,193,222	860,120.00					960,120.00
BANCROFT FEASIBILITY	ART 59, 2009		162,000	13,162.50					157,175.05
MIDDLE SCHOOL - Old	ART 9, 2000		3,062,000						
MIDDLE SCHOOL - Old	ART 9, 2000		420,000						
MIDDLE SCHOOL - Old	ART 9, 2000		1,500,000	58,350.00	220,875.00	215,100.00	208,500.00	197,000.00	1,842,800.00
MIDDLE SCHOOL - Old	ART 9, 2000		1,113,000	1,090,250.00	1,071,000.00	1,071,000.00	1,034,250.00	1,034,250.00	10,459,625.00
BANCROFT SCHOOL	ART 03, 2012		13,055,000	1,178,312.50	1,145,562.50	1,112,812.50	1,080,662.50	1,047,312.50	17,181,250.00
BANCROFT SCHOOL	ART 1, 2013		2,435,000	222,650.00	216,400.00	210,150.00	203,900.00	197,650.00	3,197,250.00
BANCROFT SCHOOL	ART 3, 2010		100,000	8,374.58	8,312.50	8,162.50	7,862.50	7,762.50	135,137.08
BANCROFT SCHOOL	ART 1, 2013		779,000	70,372.31	65,687.50	64,487.50	62,887.50	61,287.50	1,045,559.61
TOTAL SCHOOL	017112-5741			5,222,533.39	4,153,627.00	3,387,962.50	3,280,137.50	3,187,637.50	47,108,841.89
<b>PUBLIC SAFETY</b>									
PUBLIC SAFETY CENTER REFI	ART 16, 1999		2,807,000	332,650.00					1,854,925.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001		101,500	12,350.00					80,550.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999		2,353,500	301,375.00	289,625.00	280,225.00	270,825.00	259,075.00	1,874,225.00
PUBLIC SAFETY CENTER	ART 10-1, 2002		250,000						
PUBLIC SAFETY CENTER ADV REF NC	ART 10-1, 2002		75,000	25,500.00					25,500.00
PUBLIC SAFETY CENTER	ART 10-1, 2002		80,000	6,656.26	6,475.01	6,281.26	6,081.26	5,887.51	52,978.18
PUBLIC SAFETY CENTER	ART 10-1, 2002		425,000	33,473.00	32,810.00	32,010.00	31,705.00	29,750.00	382,581.82
TOTAL PUBLIC SAFETY CENTER	017112-5746			727,387.26	674,773.91	647,991.26	621,011.26	593,112.51	559,176.56
TOTAL EXEMPT				5,949,900.65	4,828,400.01	4,035,953.76	3,901,143.76	3,780,750.01	51,340,401.69
<b>PUBLIC SERVICE ENTERPRISES</b>									
WATER DEBT									
WATER DIST IMPROVEMENT REFI	ART 24, 1996		380,000						
WATER TREATMENT PLANT	ART 42, 2002		975,000						
WATER TREATMENT PLANT	ART 20, 2003		473,000	62,230.00	60,730.00	59,230.00	57,480.00	50,580.00	49,230.00
WATER SYSTEM	ART 20, 2003		2,008,000						
WATER SYSTEM	ART 20, 2003		997,400	125,507.50	122,507.50	119,507.50	116,007.50	112,007.50	109,007.50
WATER MAINS	ART 43, 2002		500,000						
WATER MAINS NON-CALLABLE	ART 43, 2002		50,000						
WATER MAINS REFINANCED	ART 43, 2002			34,160.75	32,751.00	31,876.00	30,876.00	29,876.00	279,231.75
WATER SYSTEM	ART 20, 2008		1,000,000	72,325.00	70,325.00	68,412.50	66,575.00	64,712.50	62,825.00
WATER PLANT (WPAT)	ART 34, 2005		4,666,635	283,575.80	283,575.88	283,576.30	283,575.89	283,575.84	3,402,911.90
WATER PLANT (WPAT)	ART 34, 2005		634,717	38,371.05	38,370.28	38,370.54	38,370.28	38,370.23	537,187.53
WATER SYSTEM	ART 20, 2003		1,472,000	110,905.26	108,187.51	105,281.26	102,281.26	99,375.01	96,515.63
WATER SYSTEM	ART 34, 2005		1,000,000	74,750.00	72,937.50	71,000.00	69,000.00	67,062.50	65,156.25
WATER SYSTEM	ART 41, 2005		50,000	5,475.00	5,283.75	5,100.00			15,868.75
WATER SYSTEM	ART 34, 2005		196,000	22,200.00	21,600.00	21,000.00	19,575.00	18,975.00	64,800.00
WATER TREATMENT PLANT	ART 34, 2010		250,000	48,600.00	46,300.00	44,800.00	43,200.00	42,000.00	251,625.00
WTP GRANULAR CARBON	ART 33, 2010		400,000	36,600.00	35,700.00	34,800.00	33,600.00	32,400.00	313,000.00
WATER TREATMENT PLANT	ART 33, 2010		300,000	39,750.00	38,937.50	38,250.00	37,250.00	36,537.50	204,300.00
WATER MAINS	ART 31, 2010		500,000	12,225.00	11,900.00	11,625.00	11,225.00	11,000.00	587,843.76
WATER TREATMENT PLANT PUMP	ART 44, 2011		100,000	45,031.26	43,781.26	42,531.26	41,281.26	40,031.26	79,275.00
WATER MAIN CONSTRUCTION	ART 42, 2011		500,000	132,587.50	125,587.50	125,587.50	121,375.00	117,387.50	113,837.50
WATER MAIN REPLACEMENT	ART 35, 2012		1,439,000	70,000.00	67,500.00	65,000.00	62,500.00	60,000.00	1,879,750.00
HYDRANT REPLACEMENT	ART 46, 2013		500,000	90,062.50	87,562.50	85,062.50	82,562.50	80,062.50	562,500.00
WATER MAIN REPLACEMENT	ART 33, 2010		1,000,000	19,750.00	18,500.00	17,500.00	16,500.00	15,500.00	137,500.00
GAC REPLACEMENT	ART 42, 2013		110,000	68,294.44	66,500.00	64,800.00	63,000.00	61,200.00	607,784.44
WATER DISTRIBUTION MAINTENANCE	ART 42, 2013		500,000	68,294.44	67,500.00	66,000.00	64,000.00	62,000.00	607,784.44
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013		500,000	68,294.44	67,500.00	66,000.00	64,000.00	62,000.00	607,784.44
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016		500,000	68,294.44	67,500.00	66,000.00	64,000.00	62,000.00	607,784.44
FIRE HYDRANT INFRAST MAINT 2	ART 46, 2016		500,000	68,294.44	67,500.00	66,000.00	64,000.00	62,000.00	607,784.44
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011		340,000	47,410.56	46,850.00	45,800.00	44,400.00	43,000.00	41,600.00
TOTAL WATER	017102-5742			1,668,185.94	1,631,797.18	1,597,810.08	1,534,197.96	1,481,853.44	17,337,968.58

TOWN OF ANDOVER, MASSACHUSETTS									
DETAIL DEBT SCHEDULE BY FISCAL YEAR									
As of July 1, 2016									
PRINCIPAL AND INTEREST									
	ISSUE	ARTICLE	TOTAL LOAN	2016	2017	2018	2019	2020	Total All Years
SEWER DEBT									
SEWER SO MAIN ST (Beltment) REF	ART 41, 1999		2,460,000	314,425.00	302,175.00	282,375.00	282,575.00	270,325.00	1,961,975.00
SEWER FOREST HILLS (Beltment) REF	ART 13, 2000		1,674,000	211,825.00	203,975.00	196,975.00	190,375.00	174,700.00	1,322,775.00
SEWER SO MAIN ST (Beltment)	ART 41, 1999		1,941,350	242,365.00	236,455.00	228,575.00	221,750.00	203,350.00	1,716,320.00
SEWER SO MAIN ST (Beltment)	ART 41, 1999		4,000,000						
SEWER ROGERS BROOK (Beltment)	ART 42, 1999		485,000	61,482.50	59,962.50	58,462.50	56,712.50	54,712.50	431,993.75
SEWER ROGERS BROOK (Beltment)	ART 42, 1999		1,000,000						
SEWER SO MAIN ST (Beltment)	ART 41, 1999		3,045,000						
SEWER SO MAIN ST (Beltment)	ART 41, 1999		3,300,000	193,437.50	183,862.50	179,362.50	174,112.50	168,112.50	1,503,218.75
SEWER ROGERS BROOK (Beltment)	ART 42, 1999		1,788,550	207,071.00	200,498.00	192,600.00	187,175.00	229,975.00	1,652,654.00
SEWER SO MAIN ST (BET)	ART 41, 1999		2,000,000						
SEWER SO MAIN ST (Belt) NON COLLAB	ART 41, 1999		200,000						
SEWER SO MAIN ST (Beltment)	ART 41, 1999		935,650	130,408.50	125,239.00	122,914.00	119,114.00	115,314.00	1,119,402.50
SEWER SO MAIN ST (Beltment)	ART 3A, 2004		1,000,000	72,325.00	70,325.00	68,412.50	66,375.00	64,712.50	741,062.50
SEWER SO MAIN ST (Beltment)	ART 41, 1999		4,002,000	299,717.50	291,317.50	288,558.75	286,300.00	286,890.00	2,979,593.75
SEWER SO MAIN ST (Beltment)	ART 35, 2004		1,225,000	89,700.00	87,525.00	85,200.00	82,800.00	80,475.00	883,325.00
SEWER SO MAIN ST (Beltment)	ART 41, 1999		4,458,000	348,618.70	315,387.45	307,096.20	308,256.20	299,537.45	3,604,171.47
SEWER SO MAIN ST (Beltment)	ART 2A, 2004		500,000	37,375.00	36,468.75	35,500.00	34,500.00	33,531.25	409,968.61
SEWER	ART 33, 2006		350,000	29,462.50	28,662.50	28,262.50	27,862.50	27,462.50	289,268.60
SEWER SHAWSHOEN OUTFALL	ART 33, 2007		1,500,000	118,312.50	118,062.50	113,812.50	110,062.50	106,312.50	1,385,543.80
SEWER - DASCONE ROAD (Beltment)	ART 36, 2007		290,000	15,775.00	15,475.00	15,175.00	14,875.00	14,575.00	184,712.50
SEWER KIRKLAND ROAD (Beltment)	ART 41, 2007		250,000	21,575.00	21,125.00	20,675.00	20,225.00	19,775.00	206,975.50
SEWER SAWSHOEN PUMP STATION	ART 64, 2007		200,000	15,775.00	15,475.00	15,175.00	14,875.00	14,575.00	184,712.50
SEWER SHAWSHOEN OUTFALL	ART 33, 2008		300,000	24,431.26	23,981.26	23,531.26	22,931.26	22,331.26	323,156.40
SEWER	ART 46, 2010		225,000	20,190.00	19,700.00	19,250.00	18,800.00	18,350.00	222,800.00
SEWER MAINS	ART 51, 2001		200,000	16,287.50	15,987.50	15,687.50	15,387.50	15,087.50	235,137.50
SEWER SANITARY SEWER	ART 64, 2007		200,000	15,900.00	15,575.00	15,250.00	14,925.00	14,600.00	235,137.50
SEWER MAIN CONSTRUCTION	ART 33, 2006		150,000	14,262.50	13,937.50	13,612.50	13,287.50	12,962.50	163,806.26
SEWER MAIN CONSTRUCTION	ART 51, 2008		300,000	23,850.00	23,362.50	22,875.00	22,387.50	21,895.00	352,706.26
SEWER MAIN CONSTRUCTION	ART 32, 2010		500,000	39,750.00	38,937.50	38,125.00	37,312.50	36,500.00	587,843.76
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012		250,000	35,475.00	34,500.00	33,525.00	32,550.00	31,575.00	399,450.00
TOTAL SEWER	01/10/2-5743			2,593,736.96	2,496,771.96	2,406,472.71	2,309,278.46	2,222,220.25	23,187,463.31
TOTAL ENTERPRISE				4,267,932.50	4,128,598.14	4,004,282.79	3,883,474.42	3,768,579.59	48,525,439.69
GENERAL FUND NON-EXEMPT									
SCHOOL DEBT									
HS RENOVATION REFI	ART 23, 1996		240,000						
SCHOOL BUILDINGS	ART 26-2 2002		935,000						
SCHOOL BUILDINGS	ART 26-2 2002		304,000	66,900.00	65,100.00	63,300.00	61,200.00		256,500.00
WEST EL - ASBESTOS	ART 12, 2002		1,500,000						
WEST EL - ASBESTOS	ART 12, 2002		491,000	111,170.00	108,170.00	102,215.00	95,880.00		417,435.00
COLLINS CTR HVAC	ART 28, 2004		105,000	35,700.00					35,700.00
COLLINS CTR HVAC	ART 28, 2004		122,000	4,556.00					138,031.00
SCHOOL RENOVATIONS	ART 11, 2005		1,000,000						
SCHOOL RENOVATIONS ADV REF NC	ART 11, 2005			51,000.00					51,000.00
SCHOOL RENOVATIONS	ART 11, 2005		200,000	16,700.00	16,053.00	15,405.00	14,757.50	14,110.00	592,050.00
WEST EL - ASBESTOS	ART 46, 2006		200,000	16,511.23	16,067.50	15,623.75	15,180.00	14,736.25	126,405.00
SCHOOL HVAC	ART 12, 2002		100,000	6,456.26	6,215.01	5,973.76	5,732.50	5,491.25	46,278.18
WEST EL - ASBESTOS	ART 12, 2002		200,000	19,368.76	18,825.01	18,281.26	17,737.50	17,193.75	138,834.43
SCHOOL RENOVATIONS	ART 17, 2006		250,000	44,212.50	42,943.75	41,675.00	40,406.25	39,137.50	293,537.50
SCHOOL RENOVATIONS	ART 11, 2005		885,000	70,176.76	68,788.76	67,400.76	66,012.76	64,624.76	763,063.84
SCHOOL RENOVATIONS	ART 17, 2006		1,480,000	119,505.00	117,165.00	114,825.00	112,485.00	110,145.00	1,308,445.00
SCHOOL ROOF	ART 28, 2007		485,000	37,896.26	37,156.26	36,416.26	35,676.26	34,936.26	406,000.00
SCHOOL RENOVATIONS	ART 28, 2007		240,000	28,500.00	27,760.00	27,020.00	26,280.00	25,540.00	99,250.00
LOVELY FIELD RENOVATIONS	ART 29, 2008		240,000	124,400.00	120,400.00	116,400.00	112,400.00	108,400.00	1,410,000.00
SCHOOL ROOF	ART 15, 2007		1,500,000	23,475.00	22,735.00	22,000.00	21,260.00	20,520.00	259,925.00
SCHOOL REMODELING	ART 28, 2007		300,000	84,215.00	81,525.00	78,835.00	76,145.00	73,455.00	927,625.00
SCHOOL REPAIRS	ART 27, 2008		1,000,000	23,325.00	22,875.00	22,425.00	21,975.00	21,525.00	297,855.25
SCHOOL REMODELING	ART 28, 2007		300,000	68,500.00	66,800.00	65,100.00	63,400.00	61,700.00	827,800.00
SCHOOL REPAIRS	ART 27, 2008		810,000	71,106.26	69,716.26	68,326.26	66,936.26	65,546.26	864,687.84
SCHOOL RENOVATIONS	ART 58, 2009		850,000	159,875.00	156,975.00	154,075.00	151,175.00	148,275.00	1,448,875.00
SCHOOL REPAIRS	ART 41, 2010		2,000,000	162,875.00	159,875.00	156,875.00	153,875.00	150,875.00	2,154,375.00
SCHOOL REMODELING	ART 16, 2011		825,000	70,887.50	69,887.50	68,887.50	67,887.50	66,887.50	960,550.00
WEST MIDDLE SCHOOL	ART 17, 2011		525,000	50,962.50	49,962.50	48,962.50	47,962.50	46,962.50	682,468.75
SCHOOL ROOF REPAIRS	ART 41, 2010		250,000	42,537.50	41,537.50	40,537.50	39,537.50	38,537.50	541,550.00
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009		650,000	54,982.50	53,982.50	52,982.50	51,982.50	50,982.50	680,362.50



TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2015										
ISSUE	ARTICLE	TOTAL LOAN	2016	2017	2018	2019	2020	2021	Total All Years	
PUBLIC SAFETY										
FIRE TRUCK	ART 31, 2004	600,000	-	-	-	-	-	-	-	-
FIRE TRUCK NON CALLABLE	ART 31, 2004	80,000	-	-	-	-	-	-	-	-
FIRE TRUCK REFINANCED	ART 31, 2004	-	47,112.00	45,100.00	43,700.00	42,100.00	33,150.00	-	211,162.00	-
AMBULANCE	ART 30, 2010	225,000	55,825.00	-	-	-	-	-	55,825.00	-
FIRE TRUCK	ART 37, 2006	440,000	37,537.50	36,450.00	35,287.50	34,037.50	32,925.00	31,781.25	238,866.75	-
TOTAL PUBLIC SAFETY	017102-5748		140,474.50	81,550.00	78,987.50	76,137.50	66,075.00	31,781.25	505,655.75	-
LAND ACQUISITION										
LAND ACQUISITION	ART 23, 2002	1,000,000	-	-	-	-	-	-	-	-
LAND ACQUISITION NON CALLABLE	ART 23, 2002	100,000	-	-	-	-	-	-	-	-
LAND ACQUISITION REFINANCE	ART 23, 2002	50,900	67,903.50	65,480.00	63,740.00	61,740.00	54,840.00	53,040.00	559,443.50	-
LAND ACQUISITION	ART 32, 2000	1,500,000	-	-	-	-	-	-	-	-
LAND ACQUISITION NON CALLABLE	ART 32, 2000	160,000	-	-	-	-	-	-	-	-
LAND ACQUISITION REFINANCE	ART 12, 2001	1,100,000	99,609.25	96,395.00	88,870.00	86,070.00	83,270.00	80,470.00	776,376.25	-
LAND ACQUISITION	ART 23, 2002	100,000	82,840.00	80,440.00	78,145.00	71,032.50	68,983.75	66,907.50	750,725.00	-
16 PEARSON ST	ART 3A, 2007	455,000	35,531.26	34,625.01	-	-	-	-	-	-
18 PEARSON ST	ART 4A, 2007	390,000	28,075.00	28,350.00	27,575.00	26,775.00	26,000.00	25,237.50	343,940.68	-
37 PEARSON ST	ART 5A, 2007	505,000	36,343.76	35,437.51	34,468.76	33,468.76	32,500.01	31,548.88	287,662.50	-
15 BLANCHARD ST	ART 51, 2007	2,100,000	158,975.00	153,165.75	148,100.00	144,500.00	140,831.25	136,828.13	1,721,868.81	-
LAND ACQUISITION	ART 12, 2001	100,000	7,925.00	7,775.00	7,625.00	7,425.00	7,225.00	7,025.00	99,218.76	-
LAND ACQUISITION FOSTERS POND	ART 95, 2010	220,000	16,287.50	15,987.50	15,687.50	15,387.50	14,887.50	14,487.50	215,437.50	-
LAND ACQUISITION BLANCHARD ST	ART 81, 2011	290,000	23,993.76	23,543.76	23,093.76	22,643.76	21,893.76	21,293.76	306,375.14	-
LAND ACQUISITION CHANDLER RD	ART 31, 2013	775,000	71,150.00	69,150.00	67,150.00	65,150.00	63,150.00	61,150.00	1,013,987.50	-
TOTAL LAND ACQUISITION	017102-5747		638,234.03	620,562.53	599,111.26	566,998.78	545,268.78	528,720.65	6,477,516.83	-
LANDFILL CLOSURE	ART 44, 1999	500,000	35,162.50	34,162.50	33,208.25	32,287.50	31,356.25	30,412.50	334,031.25	-
LANDFILL PLANS	ART 43, 2006	500,000	-	-	-	-	-	-	-	-
LANDFILL	ART 44, 1999	300,000	22,387.50	21,937.50	21,487.50	20,952.50	20,362.50	19,912.50	318,750.05	-
LANDFILL	ART 44, 1999	300,000	22,387.50	21,937.50	21,487.50	20,952.50	20,362.50	19,912.50	318,750.05	-
LANDFILL	ART 44, 1999	100,000	7,462.50	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	106,250.05	-
LANDFILL	ART 44, 1999	100,000	7,462.50	7,312.50	7,162.50	6,987.50	6,787.50	6,637.50	106,250.05	-
LANDFILL	ART 44, 1999	200,000	18,012.50	17,512.50	17,012.50	16,512.50	16,012.50	15,512.50	263,500.00	-
DEPARTMENTAL EQUIPMENT	ART 02, 2008	973,000	132,600.00	126,600.00	121,600.00	#/VALUE	-	-	381,000.00	-
DEPARTMENTAL EQUIP	ART 23, 2011	300,000	62,700.00	60,900.00	-	-	-	-	123,600.00	-
REG PARK LIGHTING	ART 48, 2008	100,000	11,550.00	11,050.00	10,650.00	10,250.00	54,337.50	52,937.50	43,500.00	-
CLOSING LANDFILL	ART 44, 1999	700,000	58,622.06	56,187.50	57,137.50	55,737.50	156,006.25	151,962.50	945,959.38	-
TOTAL GENERAL FUND NON EXEMPT	017102-5749		5,054,658.95	4,866,877.12	4,488,666.37	4,172,155.12	3,733,666.37	3,455,983.55	49,320,921.84	-
GRAND TOTAL			15,271,882.50	13,823,846.27	12,508,902.92	11,956,778.30	11,312,996.28	10,658,843.07	141,226,753.42	-

TOWN OF ANDOVER, MASSACHUSETTS							
ANALYSIS OF BONDS AUTHORIZED AND UNISSUED							
ACTIVITY FOR FY2015							
ARTICLE	PROJECT NAME	TOTAL	AUTHORIZATION	NEW	BONDING	RESCIND	REMAINING
		AUTHORIZATION	JULY 1, 2014	AUTHORIZATIONS			AUTHORIZATION
				FY2015			JUNE 30, 2016
	<b>SEWER ENTERPRISE</b>						
ART 64 2007	SHAWSHEEN PUMPING STATION	750,000	350,000	-	-	-	350,000
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	4,000,000	2,200,000	-	-	-	2,200,000
		4,750,000	2,550,000	-	-	-	2,550,000
	<b>WATER ENTERPRISE</b>						
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	499,100	340,000	-	340,000		-
ART 36 2012	WATER PLANT BACKWASH TANK	300,000	300,000	-	-		300,000
ART 43 2012	WATER DISTRIBUTION MAINTENANCE	500,000	500,000	-	500,000		-
ART 42 2013	WATER DISTRIBUTION MAINTENANCE	500,000	500,000	-	500,000		-
ART 46 2013	FIRE HYDRANT INFRASTRUCTURE	1,000,000	500,000	-	500,000		-
ART 22 2014	FIRE HYDRANT INFRASTRUCTURE		500,000	-	500,000		-
ART 38 2015	WATER MAIN REPLACEMENT			1,700,000			1,700,000
		499,100	2,640,000	1,700,000	2,340,000		2,000,000
	<b>GENERAL GOVERNMENT</b>						
ART 44 1999	LANDFILL CLOSURE	2,200,000	700,000	-	700,000		-
ART 31 2008	LANDFILL CLOSURE	7,370,000	6,695,000	-	-		6,695,000
	(Note: \$675,000 ST thru MWPAT from 6214)	9,570,000	7,395,000	-	700,000		6,695,000
	<b>SCHOOL</b>						
ART 59 2009	BANCROFT FEASIBILITY STUDY *	525,000	363,000	-	-		363,000
ART 3A 2010	BANCROFT SCHOOL PROJECT *	43,835,000	15,696,751	-	100,000		15,696,751
ART 1 2013 STM	BANCROFT SCHOOL PROJECT #2 *	5,715,000	2,149,802	-	1,064,000		1,085,802
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR **	1,450,907	595,000	-	-		595,000
ART 18, 2013	DOHERTY SITE IMPROVEMENTS	2,500,000	100,000	-	-	100,000	-
ART 52 2014	SCHOOL BUILDING MAINTANCE & IMPROVE	1,500,000	1,500,000	-	1,500,000		-
ART 39 2015	SCHOOL BUILDING MAINTANCE & IMPROVE			455,000			455,000
ART 40 2015	SCHOOL SITE IMPROVEMENTS			319,000			319,000
			-	-			-
		55,525,907	20,404,553	774,000	2,664,000	100,000	18,414,553
	<b>ROAD AND DRAINAGE</b>						
ART 20 2014	HOLT RD SIDEWALK CONSTRUCTION	138,000	138,000	-	138,000		-
ART 45 2015	WOBURN ST SIDEWALK CONSTRUCTION			113,000			113,000
ART 62 2015	RIVER ST SIDEWALK CONSTRUCTION			301,000			301,000
ART 44 2015	MINOR STORM DRAIN IMPROVEMENTS			300,000			300,000
			-	-			-
		138,000	138,000	714,000	138,000		714,000
	<b>CONSERVATION AND LAND ACQUISITION</b>						
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	2,000,000	800,000	-	-		800,000
ART 23 2002	CONSERVATION FUND	1,500,000	400,000	-	-		400,000
		1,500,000	1,200,000	-			1,200,000
	<b>TECHNOLOGY</b>						
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	2,500,000	500,000	-	200,000		300,000
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000	200,000	-			200,000
ART 38 2015	SAFETY & SECURITY UPGRADES			600,000			600,000
		2,700,000	700,000	600,000	200,000		1,100,000
	<b>TOWN BUILDINGS</b>						
ART 39 2014	TOWN AND SCHOOL ENERGY INITIATIVES	236,000	236,000	-	236,000		-
ART 41 2014	TOWN PLAYGROUND REPLACEMENTS	150,000	150,000	-	150,000		-
ART 43 2014	TOWN BUILDING AND FACILITY MAINTENANCE	467,000	467,000	-	467,000		-
ART 46 2015	TOWN BUILDING AND FACILITY MAINTENANCE			1,200,000			1,200,000
		853,000	853,000	1,200,000	853,000		1,200,000
	<b>MISCELLANEOUS</b>						
ART 45 2014	DPW VEHICLES	260,000	260,000	-	260,000		-
		260,000	260,000	-	260,000		-
<b>TOTAL GENERAL GOVERNMENT</b>		70,546,907	30,950,553	3,288,000	4,815,000	100,000	29,323,553
<b>GRAND TOTAL</b>		75,798,007	36,140,553	4,988,000	7,155,000	100,000	33,873,553



# GENERAL INSURANCE

## Insurance Description

The General Insurance budget provides for the Property, Casualty and Workers' Compensation insurance coverage needs of the Town of Andover, including the Andover Public Schools. The Insurance Coordinator within the Finance Department handles all automobile, property and liability claims that impact town departments and employees. The Insurance Coordinator is responsible for submitting third party claims to insurance companies in order to recoup the cost of damages to the town's property whenever there is sufficient information available to do so.

### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>GENERAL INSURANCE INSURANCE</b>						
019452 GENERAL INSURANCE						
5202 COMPREHENSIVE INS	360,153	395,577	396,763	396,763	424,536	424,536
5711 WORKER'S COMP	417,720	379,180	335,790	335,790	359,295	359,295
<b>TOTAL GENERAL INSURANCE</b>	<b>777,873</b>	<b>774,757</b>	<b>732,553</b>	<b>732,553</b>	<b>783,831</b>	<b>783,831</b>
<b>TOTAL GENERAL INSURANCE</b>	<b>777,873</b>	<b>774,757</b>	<b>732,553</b>	<b>732,553</b>	<b>783,831</b>	<b>783,831</b>

# UNEMPLOYMENT COMPENSATION FUND

## Unemployment Compensation Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs.

	<u>Beginning Balance</u>	<u>Appropriations</u>	<u>Earnings</u>	<u>Expenditures</u>	<u>Closing Balance</u>
Fiscal 2015	\$59,446	\$395,000	\$262	\$189,286	\$265,422
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$ 42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$ 89,596	\$204,619	\$322	\$134,130	\$160,407
Fiscal 2010	\$225,077	\$150,000	\$929	\$286,410	\$89,596
Fiscal 2009	\$192,373	\$100,000	\$4,870	\$72,166	\$225,077

### TOWN OF ANDOVER FY2017 TOWN MANAGER'S RECOMMENDED BUDGET

	<u>FY2014 ACTUAL</u>	<u>FY2015 ACTUAL</u>	<u>FY2016 BUDGET</u>	<u>FY2016 ESTIMATE</u>	<u>FY2017 DEPT REQ</u>	<u>FY2017 TOWN MGR</u>
UNEMPLOYMENT COMPENSATION						
UNEMPLOYMENT						
019132 UNEMPLOYMENT COMPENSATION						
5712 UNEMPLOYMENT COMP	<u>275,000</u>	<u>320,000</u>	<u>158,000</u>	<u>158,000</u>	<u>160,000</u>	<u>160,000</u>
TOTAL UNEMPLOYMENT COMPENSATION	<u>275,000</u>	<u>320,000</u>	<u>158,000</u>	<u>158,000</u>	<u>160,000</u>	<u>160,000</u>
 TOTAL UNEMPLOYMENT COMP	 275,000	 320,000	 158,000	 158,000	 160,000	 160,000

# RETIREMENT FUND

## Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule.

A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Board of Selectmen, and a member appointed by the other four Board members.

The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/14. It will be updated next as of 1/1/16. This funding schedule fully amortizes the unfunded actuarial liabilities by 2032.

### Funding Schedule – Appropriation Increases 8% Per Year, Plus Additional \$1,000,000 Payment in Fiscal 2016 – Fully Funded in 2032

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of Remaining Liability	(4) Total Plan Cost: (2) + (3)	(5) Total UAL	(6) Total Plan Cost: % Increase
2015	\$1,673,938	\$4,814,745	\$6,488,683	\$114,781,990	--
2016	1,748,628	6,259,150	8,007,778	116,636,688	23.41%
2017	1,826,627	6,821,773	8,648,400	117,976,337	8.00%
2018	1,908,081	7,432,191	9,340,272	117,364,927	8.00%
2019	1,993,142	8,094,352	10,087,494	117,211,564	8.00%
2020	2,081,968	8,812,525	10,894,493	117,831,348	8.00%
2021	2,174,725	9,591,328	11,766,053	117,738,444	8.00%
2022	2,271,587	10,435,750	12,707,337	116,813,036	8.00%
2023	2,372,733	11,351,191	13,723,924	114,920,692	8.00%
2024	2,478,353	12,343,485	14,821,838	111,910,794	8.00%
2025	2,588,642	13,418,943	16,007,585	107,614,818	8.00%
2026	2,703,807	14,584,385	17,288,192	101,844,441	8.00%
2027	2,824,061	15,847,186	18,671,247	94,389,453	8.00%
2028	2,949,628	17,215,319	20,164,947	85,015,476	8.00%
2029	3,080,742	18,697,401	21,778,143	73,461,447	8.00%
2030	3,217,646	20,302,748	23,520,394	59,436,861	8.00%
2031	3,360,594	22,041,432	25,402,026	42,618,743	8.00%
2032	3,509,852	22,458,589	25,968,441	22,319,324	2.23%
2033	3,665,697	--	3,665,697	--	-85.88%

**TOWN OF ANDOVER**  
**FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
<b>RETIREMENT</b>						
<b>RETIREMENT</b>						
019112 RETIREMENT EXPENSES						
5721 PENSION CONTRIBUTORY	<u>5,746,224</u>	<u>6,207,276</u>	<u>7,946,015</u>	<u>7,929,291</u>	<u>8,360,984</u>	<u>8,360,984</u>
TOTAL RETIREMENT EXPENSES	<u>5,746,224</u>	<u>6,207,276</u>	<u>7,946,015</u>	<u>7,929,291</u>	<u>8,360,984</u>	<u>8,360,984</u>
 TOTAL RETIREMENT	 5,746,224	 6,207,276	 7,946,015	 7,929,291	 8,360,984	 8,360,984

# HEALTH INSURANCE

## Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums. This budget covers health insurance costs for all town and school employees. It also covers the health insurance for all town and school retirees. Prior to FY15 the retired school teachers were covered by the Massachusetts Group Insurance Commission (GIC) system, which charged the costs back to the Town through a Cherry Sheet assessment. On March 17, 2014 the Board of Selectmen voted for the Town to take back responsibility for providing health insurance benefits to the retired teachers effective September 1, 2015. This action saved \$350,744 for FY15, and is projected to save \$13 million on the Town's long-term OPEB liability.

On January 9, 2012 the Board of Selectmen accepted the new Municipal Health Insurance Reform Act (Chapter 69 of the Acts of 2011). This act allowed the Town to adjust its health insurance plan design to match a benchmark plan within the GIC (i.e., Tufts Navigator), and impact bargain with representatives of all of the Town's 15 municipal and school unions at once in an accelerated and limited timeframe. The Town's health insurance management team negotiated and reached an agreement with the Public Employee Committee (PEC) in April 2012, and the parties entered into a three-year agreement. This agreement saved the Town approximately \$1 million in increased premium avoidance costs on its MIA BC/BS health plans in FY13, with the plan rates being reduced by -6%. The new plan design, which included higher deductibles and co-pays, offset by a modest reimbursement arrangement, aided by good claims history, afforded the Town and subscribers a plan rate hold for FY14 (i.e. 0% increase), saving another \$1 million+ in premium avoidance costs. An additional \$1 million in premium cost avoidance was leveraged for FY15 by issuing a RFP that caused the incumbent carrier MIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to 84 new FTEs being added to the school budget.

The Town Manager's preliminary recommended FY17 appropriation for employee and retiree health insurance is \$18,416,609. This budget recommendation is based on an estimated increase in BC/BS plan renewal rates effective July 1, 2016. The Town anticipates receiving the actual renewal rate proposal prior to the 2016 Annual Town Meeting, which may warrant an adjustment in the recommended appropriation.

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2017 – TM Rec.	18,416,609		18,416,069
FY2016	17,052,416	*	17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379
FY2011	13,362,241	2,316,876	15,679,117
FY2010	12,440,000	2,496,933	14,936,933
FY2009	11,097,000	2,278,091	13,375,091
FY2008	10,850,000	2,307,609	13,157,609
FY2007	9,606,000	2,041,987	11,647,987
FY2006	9,347,000	1,575,902	10,922,902

*\* The Town re-assumed its Retired Municipal Teachers Health Insurance from the Massachusetts Group Insurance Commission (GIC) effective 9/1/14. This action saved \$350,744 for FY15, and is actuarially projected to save \$13 Million on the Town's long-term OPEB liability.*

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
HEALTH INSURANCE						
HEALTH INSURANCE						
019142 HEALTH INSURANCE EXPENSES						
5206 HEALTH INSURANCE	<u>14,000,000</u>	<u>15,670,957</u>	<u>17,052,416</u>	<u>17,052,416</u>	<u>18,416,609</u>	<u>18,416,609</u>
TOTAL HEALTH INSURANCE EXPENSES	<u>14,000,000</u>	<u>15,670,957</u>	<u>17,052,416</u>	<u>17,052,416</u>	<u>18,416,609</u>	<u>18,416,609</u>
TOTAL HEALTH INSURANCE	14,000,000	15,670,957	17,052,416	17,052,416	18,416,609	18,416,609

# OPEB

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## Other Post Employment Benefits (OPEB)

The term Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily means health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. The Government Accounting Standards Board (GASB) issued Statement 43 "Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans" and Statement 45 "Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions" in 2004. These actions mandated that all U.S. governmental entities publically disclose their OPEB costs and liabilities starting in 2008, with the states and the largest municipalities phased in first, followed by smaller units of government.

The Town of Andover conducted its first actuarial OPEB analysis in 2009, and identified \$245 million in projected Actuarial Accrued Liabilities (AAL) through the year 2040. This was a fairly typical amount for a municipality of Andover's size and number of employees. The Town conducted its second analysis in 2011, which resulted in \$215 million of projected Actuarial Accrued Liabilities over 30 years. The Town conducted its third analysis in 2013, which resulted in \$137 million of projected Actuarial Accrued Liabilities over 30 years. The Town's Annual Required Contribution (ARC) was calculated at \$11.4 million per year. The ARC reflects the projected \$137 million total liability, amortized at 5.75% over 30 years. \$7.3 million of the ARC is attributed to School retirees; \$3.8 million to Town retirees; and \$269k to Water & Sewer Enterprise retirees (see the next page for a full breakdown) All of the Town's actuarial valuations, and other OPEB reports can be viewed on the Town website at [andoverma.gov/finreports](http://andoverma.gov/finreports)

The Town of Andover has been working to manage its OPEB liabilities since 2010, when the Annual Town Meeting was asked to accept the provisions of Chapter 479 of the Acts of 2008 which allows municipalities to establish a special trust fund to hold funds towards the purpose of reducing their unfunded OPEB liability. Since that time the Town has been actively addressing its OPEB liability on two fronts though a combination of pre-funding and cost containment. This two-pronged approach has proven effective in reducing the Town's long-term OPEB liability. The sum of the Town's OPEB related actions taken between 2009 and 2013 reduced its AAL by \$108 million. It is anticipated that the AAL will be further reduced as a result of actions taken between 2013 and 2015 when the next analysis is completed. As an example, one such proactive action was taking back the Retired Municipal Teachers Health Insurance from the more costly Massachusetts Group Insurance Commission (GIC), which is projected to further reduce the AAL by \$13 million.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. This past year the 2015 Annual Town Meeting appropriated a total of \$2,038,316 into the OPEB Trust Fund for FY16 from the following sources: \$1,248,316 - Free Cash; \$500,000 – Gen. Fund (Art. 4); \$250,000 – Water Reserves; and \$40,000 – Sewer Reserves. The balance in the OPEB Trust Fund as of 6/30/15 was \$5,478,136 including interest.

For FY2017, the Town Manager is recommending at total appropriation of \$920,500 from the following sources: \$616,000 – Gen. Fund (Art. 4); \$262,500 – Water Reserves; and \$42,000 – Sewer Reserves.

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# Valuation Results

## DEPARTMENT RESULTS

### Actuarial Accrued Liability (AAL) and Annual Required Contribution – Partially Funded (5.75%)

	Town	School	Sewer	Water	Total
<b>Actuarial Accrued Liability by Participant Category</b>					
1. Current retirees, beneficiaries and dependents	\$21,554,615	\$50,826,188	\$197,293	\$901,443	\$73,479,539
2. Current active members	<u>26,396,333</u>	<u>43,467,686</u>	<u>362,156</u>	<u>2,209,624</u>	<u>72,435,799</u>
3. Total actuarial accrued liability as of June 30, 2013: (1) + (2)	\$47,950,948	\$94,293,874	\$559,449	\$3,111,067	\$145,915,338
4. Actuarial value of assets as of June 30, 2013	<u>294,284</u>	<u>571,257</u>	<u>119,390</u>	<u>116,737</u>	<u>1,101,668</u>
5. Unfunded actuarial accrued liability (UAAL) as of June 30, 2013: (3) – (4)	\$47,656,664	\$93,722,617	\$440,059	\$2,994,330	\$144,813,670
6. Total actuarial accrued liability as of June 30, 2012	45,141,843	89,281,910	539,200	2,908,612	137,871,565
7. Actuarial value of assets as of June 30, 2012	<u>166,795</u>	<u>323,778</u>	<u>109,049</u>	<u>106,626</u>	<u>706,248</u>
8. Unfunded actuarial accrued liability (UAAL) as of June 30, 2012: (6) – (7)	\$44,975,048	\$88,958,132	\$430,151	\$2,801,986	\$137,165,317
<b>Annual Required Contribution for Fiscal Year Ending June 30, 2013</b>					
9. Normal cost as of July 1, 2013	\$1,836,882	\$3,453,177	\$18,532	\$108,981	\$5,417,572
10. Normal cost as of July 1, 2012	1,749,411	3,288,740	17,650	103,791	5,159,592
11. Adjustment for timing	<u>49,593</u>	<u>93,230</u>	<u>500</u>	<u>2,942</u>	<u>146,265</u>
12. Normal cost adjusted for timing: (10) + (11)	\$1,799,004	\$3,381,970	\$18,150	\$106,733	\$5,305,857
13. 30-year amortization (increasing 3.75% per year) of the UAAL as of June 30, 2012	1,950,625	3,858,226	18,656	121,526	5,949,033
14. Adjustment for timing	<u>55,297</u>	<u>109,374</u>	<u>529</u>	<u>3,445</u>	<u>168,645</u>
15. Amortization payment adjusted for timing: (13) + (14)	\$2,005,922	\$3,967,600	\$19,185	\$124,971	\$6,117,678
16. Total Annual Required Contribution (ARC): (12) + (15)	3,804,926	7,349,570	37,335	231,704	11,423,535
17. Projected benefit payments	1,591,439	3,500,360	28,609	72,494	5,192,902



**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
OPEB								
OPEB								
019152 OPEB								
	5950	FIXED COSTS	<u>325,000</u>	<u>400,000</u>	<u>500,000</u>	<u>500,000</u>	<u>616,000</u>	<u>616,000</u>
TOTAL OPEB			<u>325,000</u>	<u>400,000</u>	<u>500,000</u>	<u>500,000</u>	<u>616,000</u>	<u>616,000</u>
		<b>TOTAL OPEB</b>	<b>325,000</b>	<b>400,000</b>	<b>500,000</b>	<b>500,000</b>	<b>616,000</b>	<b>616,000</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
COMPENSATION FUND								
COMPENSATION FUND								
011301 COMPENSATION FUND SALARIES								
	5199	COMPENSATION PLAN	<u>-</u>	<u>-</u>	<u>950,000</u>	<u>800,000</u>	<u>1,110,000</u>	<u>1,110,000</u>
TOTAL COMPENSATION FUND SALARIES			<u>-</u>	<u>-</u>	<u>950,000</u>	<u>800,000</u>	<u>1,110,000</u>	<u>1,110,000</u>
		<b>TOTAL COMPENSATION FUND</b>	<b>-</b>	<b>-</b>	<b>950,000</b>	<b>800,000</b>	<b>1,110,000</b>	<b>1,110,000</b>

**TOWN OF ANDOVER  
FY2017 TOWN MANAGER'S RECOMMENDED BUDGET**

			FY2014 ACTUAL	FY2015 ACTUAL	FY2016 BUDGET	FY2016 ESTIMATE	FY2017 DEPT REQ	FY2017 TOWN MGR
RESERVE FUND								
011322 RESERVE FUND EXPENSES								
	5700	UNCLASSIFIED EXP	<u>-</u>	<u>-</u>	<u>200,000</u>	<u>-</u>	<u>200,000</u>	<u>200,000</u>
TOTAL RESERVE FUND EXPENSES			<u>-</u>	<u>-</u>	<u>200,000</u>	<u>-</u>	<u>200,000</u>	<u>200,000</u>
		<b>TOTAL RESERVE FUND</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>

REVENUE  
&  
EXPENDITURE  
PROJECTIONS

**TOWN OF ANDOVER**  
**Long Range Projection FY2016-FY2021**

	FY 2016 RECAP	FY 2017	Dollar Change	Percent Change	FY 2018	Dollar Change	FY 2019	Dollar Change	FY 2020	Dollar Change	FY 2021	Dollar Change
<b>I. REVENUE</b>												
<b>A. Property Taxes</b>												
Prior Year Levy	119,797,140	124,996,152	5,199,012	4.34%	130,821,055	5,824,904	135,812,744	5,991,688	142,954,224	6,141,481	149,249,242	6,295,018
2 1/2% Increase	2,994,929	3,124,904	129,976	4.34%	3,270,528	145,623	3,420,319	149,792	3,573,856	153,537	3,731,231	157,375
New Growth	2,204,083	1,800,000	(404,083)	-18.33%	1,800,000	0	1,800,000	0	1,800,000	0	1,800,000	0
Unused Excess Levy Capacity	(1,603,771)	(321,182)	1,282,609	-79.97%	(300,000)	351,162	3,823,036	(128,428)	3,704,629	(118,407)	3,448,468	(256,161)
Exempt Debt Service	4,304,490	3,597,424	(707,066)	-16.43%	3,951,464	354,040	3,823,036	(128,428)	3,704,629	(118,407)	3,448,468	(256,161)
<b>Total Property Taxes</b>	<b>127,696,871</b>	<b>133,197,317</b>	<b>5,500,447</b>	<b>4.31%</b>	<b>139,543,046</b>	<b>6,345,728</b>	<b>145,556,098</b>	<b>6,013,653</b>	<b>151,722,709</b>	<b>6,176,617</b>	<b>157,928,941</b>	<b>6,196,232</b>
<b>B. State Aid</b>	<b>12,770,543</b>	<b>12,557,155</b>	<b>(213,388)</b>	<b>-1.67%</b>	<b>11,524,089</b>	<b>(1,033,066)</b>	<b>11,635,484</b>	<b>117,396</b>	<b>11,747,954</b>	<b>112,570</b>	<b>11,861,629</b>	<b>113,635</b>
<b>C. Local Receipts</b>	<b>10,405,050</b>	<b>10,802,000</b>	<b>396,950</b>	<b>3.81%</b>	<b>10,852,000</b>	<b>50,000</b>	<b>10,902,000</b>	<b>50,000</b>	<b>10,952,000</b>	<b>50,000</b>	<b>11,002,000</b>	<b>50,000</b>
<b>D. Free Cash for CIP &amp; Antides</b>	<b>4,893,083</b>	<b>3,718,000</b>	<b>(1,175,083)</b>	<b>-24.02%</b>	<b>0</b>	<b>(3,718,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>E. Other Revenues - Indirects, Cable, Bond Prem</b>	<b>2,003,185</b>	<b>2,131,924</b>	<b>128,740</b>	<b>6.43%</b>	<b>2,053,479</b>	<b>(78,445)</b>	<b>2,121,853</b>	<b>68,374</b>	<b>2,205,962</b>	<b>83,740</b>	<b>2,250,962</b>	<b>45,369</b>
<b>TOTAL REVENUES</b>	<b>157,768,731</b>	<b>162,406,396</b>	<b>4,637,666</b>	<b>2.94%</b>	<b>163,972,613</b>	<b>1,566,217</b>	<b>170,215,436</b>	<b>6,242,823</b>	<b>176,638,295</b>	<b>6,422,860</b>	<b>183,043,531</b>	<b>6,403,236</b>
<b>II. APPROPRIATIONS - Debt/Obligations/Capital</b>												
<b>A. Capital &amp; Debt Service</b>												
Non-Exempt Debt Service	5,333,405	5,653,925	320,520	6.01%	7,118,631	1,464,706	7,289,134	170,503	7,420,621	131,487	7,550,398	139,777
Exempt Debt Service	5,949,901	4,828,400	(1,121,501)	-18.85%	4,035,955	(792,445)	3,901,150	(134,805)	3,780,750	(120,400)	3,524,589	(256,161)
Cash Capital Outlay	2,450,000	3,440,000	990,000	40.41%	2,607,000	(833,000)	2,692,000	85,000	2,780,000	88,000	2,870,000	90,000
<b>Total General Fund Capital</b>	<b>13,733,306</b>	<b>13,922,325</b>	<b>189,019</b>	<b>1.38%</b>	<b>13,761,586</b>	<b>(160,739)</b>	<b>13,882,284</b>	<b>120,698</b>	<b>13,981,371</b>	<b>99,087</b>	<b>13,954,987</b>	<b>(26,384)</b>
<b>B. Obligations - Fixed Costs</b>												
Retirement	7,946,015	8,558,835	622,820	7.84%	9,254,342	695,507	9,994,689	740,347	10,794,264	799,575	11,657,805	863,541
Insurance/Workers Comp	732,553	763,831	31,278	4.27%	838,699	54,868	897,408	58,709	960,227	62,819	1,027,443	67,216
Unemployment Compensation	158,000	160,000	2,000	1.27%	160,000	0	160,000	0	160,000	0	160,000	0
Health Insurance	17,052,416	18,416,609	1,364,193	8.00%	19,889,938	1,473,329	21,481,133	1,591,195	23,199,624	1,718,491	25,095,594	1,895,970
OPEB	500,000	616,000	116,000	23.20%	700,000	84,000	800,000	100,000	900,000	100,000	1,000,000	100,000
<b>Total General Fund Obligations</b>	<b>40,122,290</b>	<b>42,467,800</b>	<b>2,345,510</b>	<b>5.85%</b>	<b>44,604,555</b>	<b>2,136,965</b>	<b>47,215,514</b>	<b>2,610,949</b>	<b>49,955,486</b>	<b>2,739,971</b>	<b>52,855,829</b>	<b>2,885,727</b>
<b>C. State Assessments</b>	<b>517,183</b>	<b>648,823</b>	<b>131,640</b>	<b>25.45%</b>	<b>648,823</b>	<b>0</b>	<b>648,823</b>	<b>0</b>	<b>648,823</b>	<b>0</b>	<b>648,823</b>	<b>0</b>
<b>D. Offset Aid - Assistance to Libraries</b>	<b>46,140</b>	<b>45,386</b>	<b>(754)</b>	<b>-1.63%</b>	<b>46,140</b>	<b>754</b>	<b>46,140</b>	<b>0</b>	<b>46,140</b>	<b>0</b>	<b>46,140</b>	<b>0</b>
<b>E. Technical School Assessment</b>	<b>510,000</b>	<b>540,000</b>	<b>30,000</b>	<b>5.88%</b>	<b>556,200</b>	<b>16,200</b>	<b>572,886</b>	<b>16,686</b>	<b>590,073</b>	<b>17,187</b>	<b>607,775</b>	<b>17,702</b>
<b>F. Overlay Reserve</b>	<b>876,293</b>	<b>900,000</b>	<b>23,707</b>	<b>2.71%</b>	<b>1,200,000</b>	<b>300,000</b>	<b>900,000</b>	<b>(300,000)</b>	<b>900,000</b>	<b>0</b>	<b>1,200,000</b>	<b>300,000</b>
<b>G. Warrant Articles - From Taxation</b>	<b>142,360</b>	<b>150,007</b>	<b>7,647</b>	<b>5.37%</b>	<b>153,577</b>	<b>3,570</b>	<b>157,253</b>	<b>3,676</b>	<b>161,042</b>	<b>3,789</b>	<b>164,943</b>	<b>3,901</b>
<b>H. Warrant Articles - From Free Cash</b>	<b>4,693,083</b>	<b>3,718,000</b>	<b>(975,083)</b>	<b>-20.78%</b>	<b>0</b>	<b>(3,718,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>I. Other - Court Judgements &amp; Deficits</b>	<b>39,490</b>	<b>16,360</b>	<b>(23,130)</b>	<b>-58.51%</b>	<b>150,000</b>	<b>131,640</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>
<b>Total Debt/Obligations/Capital</b>	<b>47,146,839</b>	<b>48,469,176</b>	<b>1,342,337</b>	<b>2.85%</b>	<b>47,359,305</b>	<b>(1,128,871)</b>	<b>49,690,616</b>	<b>2,331,311</b>	<b>52,491,563</b>	<b>2,800,947</b>	<b>55,873,509</b>	<b>3,200,330</b>
<b>III. APPROPRIATIONS - Town &amp; School Operations</b>												
<b>Town</b>												
School	37,325,300	38,437,391	1,112,091	2.98%	39,347,083	909,692	40,666,375	1,319,292	41,888,449	1,222,074	42,976,524	1,088,075
<b>Total Appropriations for Operations</b>	<b>73,296,591</b>	<b>75,480,829</b>	<b>2,184,238</b>	<b>2.98%</b>	<b>77,266,225</b>	<b>1,785,396</b>	<b>79,858,444</b>	<b>2,592,219</b>	<b>82,258,283</b>	<b>2,399,839</b>	<b>84,393,498</b>	<b>2,135,215</b>
<b>TOTAL APPROPRIATIONS</b>	<b>110,621,891</b>	<b>113,918,220</b>	<b>3,296,329</b>	<b>2.98%</b>	<b>116,613,308</b>	<b>2,695,068</b>	<b>120,524,820</b>	<b>3,911,511</b>	<b>124,146,732</b>	<b>3,821,913</b>	<b>127,370,022</b>	<b>3,223,290</b>
<b>BALANCE</b>	<b>157,768,731</b>	<b>162,406,397</b>	<b>4,637,666</b>	<b>2.94%</b>	<b>163,972,613</b>	<b>1,566,217</b>	<b>170,215,436</b>	<b>6,242,823</b>	<b>176,638,295</b>	<b>6,422,860</b>	<b>183,043,531</b>	<b>6,403,236</b>

Reserve Balances	Free Cash	1,125,241			4,500,000		4,500,000		4,500,000		4,500,000	
	General Stabilization Fund	6,107,867			6,107,867		6,107,867		6,107,867		6,107,867	
	Bond Premium Stabilization Fund	1,745,989			1,913,989		1,913,989		1,713,989		1,613,989	
	OPEB Trust Fund	7,342,452			8,942,452		8,942,452		9,742,452		10,742,452	
	<b>TOTAL:</b>	<b>13,632,174</b>	<b>16,321,549</b>	<b>10.0%</b>	<b>20,564,308</b>	<b>12.5%</b>	<b>21,364,308</b>	<b>12.5%</b>	<b>22,964,308</b>	<b>12.5%</b>	<b>24,564,308</b>	<b>12.5%</b>
	% of General Fund Revenue	8.6%			12.5%		12.5%		12.5%		12.5%	

This projection does not include Water and Sewer Enterprise Funds or Other Available Funds.

REVENUE AND EXPENDITURE PROJECTIONS									
REVENUES	FY2016 RECAP	FY2017 PROJECTION	FY2018 PROJECTION	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY17 ASSUMPTIONS		
PROPERTY TAXES									
Prior Year Tax Levy Limit	119,787,140	124,966,152	130,821,055	136,812,744	142,954,224	149,249,242	Beginning tax levy limit based on full levy FY16		
Annual Increase	2,994,929	3,124,904	3,270,526	3,420,319	3,573,856	3,731,231	Additional 2.5% allowed by law		
Certified New Growth	2,204,083	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	New growth estimate based on actual 5-yr. avg.		
Unused Tax Levy Capacity	(1,603,771)	(321,162)	(300,000)	(300,000)	(300,000)	(300,000)	Unused Levy ATM 2015		
TOTAL	123,392,381	129,599,893	135,591,582	141,733,062	148,028,080	154,480,473			
ADDITIONAL PROP 2.1/2 PROPERTY TAXES									
Debt Service Exclusion (Existing)	5,871,254	4,828,401	4,035,955	3,901,150	3,780,750	3,524,589	Existing bonded projects		
Debt Service Exclusion Estimate (To be borrowed)	78,647	(88,874)	(84,491)	(78,114)	(76,121)	(76,121)	Per Town Act calculation		
Less Premium Adjustment	(94,055)	(1,142,103)	(1,142,103)	-	-	-	Per SBAB Schedule		
TOTAL	4,304,490	3,597,424	3,951,464	3,823,036	3,704,629	3,448,468			
STATE AID									
Chapter 70 Education Aid	9,191,614	9,311,214	9,404,326	9,498,369	9,593,353	9,689,287	Gov Budget 12/7/16		
Charter Tuition/Capital Assessment Reimbursement	4,465	11,918	8,644	8,644	8,644	8,644			
School Construction Reimb SBAB	1,551,355	1,142,103	-	-	-	-	Actual Debt Offset - Final Payment		
Reserve for Direct Expenditures (C/S Offsets)	46,140	45,368	46,140	46,140	46,140	46,140	Gov Budget 12/7/16		
Veterans Benefits	77,771	77,771	77,771	77,771	77,771	77,771			
Vet. Blind, Surv Spouse Exempt	41,306	41,767	41,306	41,306	41,306	41,306			
State Owned Land	210,663	208,938	210,663	210,663	210,663	210,663			
General Municipal Aid	1,647,227	1,718,058	1,735,239	1,752,591	1,770,117	1,787,818			
TOTAL	12,770,942	12,557,155	11,524,089	11,635,484	11,747,994	11,861,629			
GENERAL LOCAL REVENUES									
Motor Vehicle Excise	4,845,000	5,000,000	5,043,750	5,087,344	5,130,777	5,174,047	5 Year Average		
Licenses/Permits	1,950,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000			
Penalties/Interest	400,000	430,000	430,000	430,000	430,000	430,000			
Fines	372,000	372,000	372,000	372,000	372,000	372,000			
General Government	230,000	230,000	230,000	230,000	230,000	230,000			
Fees	50,000	75,000	75,000	75,000	75,000	75,000			
Investment Income	50,000	70,000	70,000	70,000	70,000	70,000			
Meals Tax	510,000	520,000	520,000	520,000	520,000	520,000			
Hotel/Motel Excise	1,545,300	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000			
Medicaid Reimbursement	265,000	300,000	300,000	300,000	300,000	300,000			
Library	11,000	5,000	5,000	5,000	5,000	5,000			
Miscellaneous/PILOTS	176,750	250,000	255,250	262,656	269,223	275,953	Increase 2.5%		
TOTAL	10,405,050	10,802,000	10,852,000	10,902,000	10,952,000	11,002,000			
OFFSET LOCAL REVENUES									
Community Services	520,000	500,000	500,000	500,000	500,000	500,000	Based on avail bal/reserved direct exp within dept budgets		
Elder Services	97,000	80,000	80,000	80,000	80,000	80,000			
Municipal Facilities	70,000	72,000	72,000	72,000	72,000	72,000			
Spring Grove Cemetery	45,000	50,000	50,000	50,000	50,000	50,000			
Police Off-Duty Fee	80,000	80,000	80,000	80,000	80,000	80,000			
Ambulance	1,300,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000			
TOTAL	2,113,000	1,882,000	1,882,000	1,882,000	1,882,000	1,882,000			
ENTERPRISE FUNDS									
Water and Sewer Rates and Operating Reserves	12,193,000	12,615,785	13,594,804	14,293,938	14,679,967	15,210,353	Per Water/Sewer Projections 10/30/15 CIP		
TOTAL	12,193,000	12,615,785	13,594,804	14,293,938	14,679,967	15,210,353			
OTHER AVAILABLE FUNDS- BUDGET									
Off-Street Parking Fund (Operating Budget)	210,000	210,000	210,000	210,000	210,000	210,000	Reserved direct expenditure in GF Dept Budget		
Cable - Technology P&I	325,438	479,581	321,838	305,937	300,050	250,050	Actual Debt Offset		
Cemetery Perpetual Care	6,000	6,000	6,000	6,000	6,000	6,000	Cemetery Maintenance		
Andover Youth Foundation	30,000	30,000	30,000	30,000	30,000	30,000	Youth Center Exp		
CD&P Wetland fees	25,000	25,000	25,000	25,000	25,000	25,000	Wetlands		
TOTAL	596,438	750,581	592,838	576,937	571,050	521,050			
OTHER AVAILABLE FUNDS- ARTICLES									
Insurance Recovery Fund	-	21,356	-	-	-	-			
Cable Leases IT	291,033	274,782	313,454	312,313	322,941	325,969	Cable funds/Lease P's/Per CIO Schedule 9/15 CIP		
Water/Sewer Reserves and Articles	855,000	863,000	703,000	663,000	1,015,000	750,000	\$113,000 CIP, \$300,000 Maint Art, \$500,000 Water Main (Based on 9/15 CIP)		
Water/Sewer Reserves Operating	768,767	1,144,636	506,634	211,583	161,507	73,654	Estimate		
Bond Premium Stabilization	200,000	100,000	100,000	100,000	100,000	100,000			
Article Transfer from Tennis Court to Track	101,233	2,403,774	1,623,088	1,266,896	1,599,448	1,249,623			
TOTAL	2,214,033	3,450,000	-	-	-	-			
FREE CASH									
Capital Projects Articles	876,767	-	-	-	-	-			
Ledge Rd Landfill	1,000,000	-	-	-	-	-			
OPEB Liability	1,248,316	-	-	-	-	-			
Bond Stabilization Fund	768,000	268,000	-	-	-	-			
Other Articles	1,000,000	-	-	-	-	-	Snow & Ice - FY16		
TOTAL	4,893,083	3,718,000	-	-	-	-			
* GRAND TOTAL REVENUES *	172,882,017	177,926,592	179,611,864	186,133,354	193,165,167	199,655,596			
INCREASE OVER PRIOR YEAR	5.20%	2.90%	0.90%	3.60%	3.80%	3.40%			





# PROPERTY TAX INFORMATION

## **PROPOSITION 2½ AND ANDOVER**

### **WHAT IS PROPOSITION 2½?**

The **Property Tax Levy** is the total amount a community raises in real and personal property taxes. The levy is calculated by taking the total amount that the town is authorized to spend during the fiscal year (the sum of all appropriation votes of Town Meeting plus any state or county assessments or other bills the town must pay not requiring Town Meeting approval) and subtracting anticipated state and local revenues.

The **Levy Limit** is a restriction placed on the Tax Levy by a state law known as **Proposition 2½**. The town's Levy Limit is automatically increased 2½% each year. In addition, a community is allowed to increase its levy limit to reflect growth of its tax base due to development.

Proposition 2½ limits the total a town is allowed to raise from property taxes. It is important to understand that the **Levy Limit** gets the 2½% increase. The Town's total revenues, the budgets, the tax rate, and the individual's property tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½.

**A community does not have to tax up to its levy limit, but it cannot exceed its levy limit unless voters approve an override or exclusion.** Andover has been in full compliance with Proposition 2½ since its enactment. For many years, Andover did not tax up to its levy limit. The budgets adopted by Town Meeting required property tax levies which were lower than the maximum allowed under the law. In recent years Andover's property tax levy has been very close to its levy limit.

If Town Meeting votes to spend more than the Town can expect to collect in revenues, Proposition 2½ provides local options for increasing the Levy Limit by passing, by majority vote in an election, an override, capital outlay exclusion, or debt exclusion. **The Levy Limit can be increased only by popular vote in a referendum, not by Town Meeting.** The State enforces Proposition 2½ by not allowing a Town to set its tax rate until it can prove that it has a balanced budget.

By passing an **Override** a community can assess a specific amount of property taxes in addition to its Levy Limit. The ballot question can specify the use of these additional revenues for the first year. An override results in a permanent increase in the Levy Limit. It is intended for funding ongoing programs.

By passing a **Debt Exclusion** a community can assess additional taxes to pay the debt service (principal and interest costs) for a specific capital project. The additional amount is added to the Levy Limit for the life of the debt only. Each year that a payment must be made for that project, the Levy Limit is first calculated as usual and then the extra amount from the debt exclusion is added. Unlike overrides, exclusions do not become part of the base used to calculate future years' levy limits.

By passing a **Capital Outlay Expenditure Exclusion** a community can assess additional taxes to pay for a specific project or major equipment purchase. The additional amount to pay for the project is added to the Levy Limit only for the year in which the project is undertaken. The amounts excluded for these one-time expenditures do not become part of the base. Capital outlay exclusions can only be used for expenditures which could be bonded.

### **THE OVERRIDE PROCESS**

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Board of Selectmen is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

## PROPERTY TAX LEVY LIMIT HISTORY

<u>FISCAL YEAR</u>	<u>PROP 2½ TAX LEVY LIMIT</u>	<u>ACTUAL TAX LEVY</u>	<u>EXCESS TAX LEVY CAPACITY</u>	<u>ADDITIONAL TAXES DEBT EXCLUSION</u>	<u>TOTAL TAX LEVY</u>	<u>%INC TOTAL TAX LEVY</u>
FY2006	82,958,866	82,957,460	1,406	3,051,543	86,009,003	5.3%
FY2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	4.9%
FY2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
FY2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
FY2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,658,300	3.3%
FY2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.0%
FY2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
FY2014	114,580,069	114,227,432	352,637	3,278,583	117,506,432	5.0%
FY2015	119,797,141	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
FY2016	124,996,152	123,392,381	1,603,356	4,304,490	127,696,871	4.5%
*FY2017	129,921,055	129,599,893	321,162	3,597,424	133,197,317	4.3%

\* Projected based on budget and warrant article recommendations for the 2016 ATM.

### CALCULATION OF FY2016 PROPERTY TAX LEVY LIMIT

FY2015 TAX LEVY LIMIT	\$119,797,141	Beginning amount for FY2016
2.5% of FY2015 Levy Limit	2,994,929	
New Growth	2,204,083	Tax increase based on actual new growth
FY2016 TAX LEVY LIMIT	\$124,996,154	FY2016 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2016 EXEMPT DEBT SERVICE	\$4,304,490	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2016 TOTAL TAX LEVY LIMIT	\$129,300,644	Estimated Maximum property taxes allowable for Fiscal Year 2016
Less		
FY2016 TAX LEVY	\$127,696,873	Estimated Amount of property taxes for Fiscal Year 2016
Equals		
FY2016 EXCESS TAX CAPACITY	\$1,603,771	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

### CALCULATION OF FY2017 PROPERTY TAX LEVY LIMIT

FY2016 TAX LEVY LIMIT	\$124,996,154	Beginning amount for FY2016
2.5% of FY2016 Levy Limit	3,124,904	
New Growth	1,800,000	Tax increase based on 5 year average of tax value of new construction
FY2017 TAX LEVY LIMIT	\$129,921,058	FY2017 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2017 EXEMPT DEBT SERVICE	\$3,597,424	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2017 TOTAL TAX LEVY LIMIT	\$133,518,482	Estimated Maximum property taxes allowable for Fiscal Year 2017
Less		
FY2017 TAX LEVY	\$133,197,317	Estimated Amount of property taxes for Fiscal Year 2017
Equals		
FY2016 EXCESS TAX CAPACITY	\$321,162	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

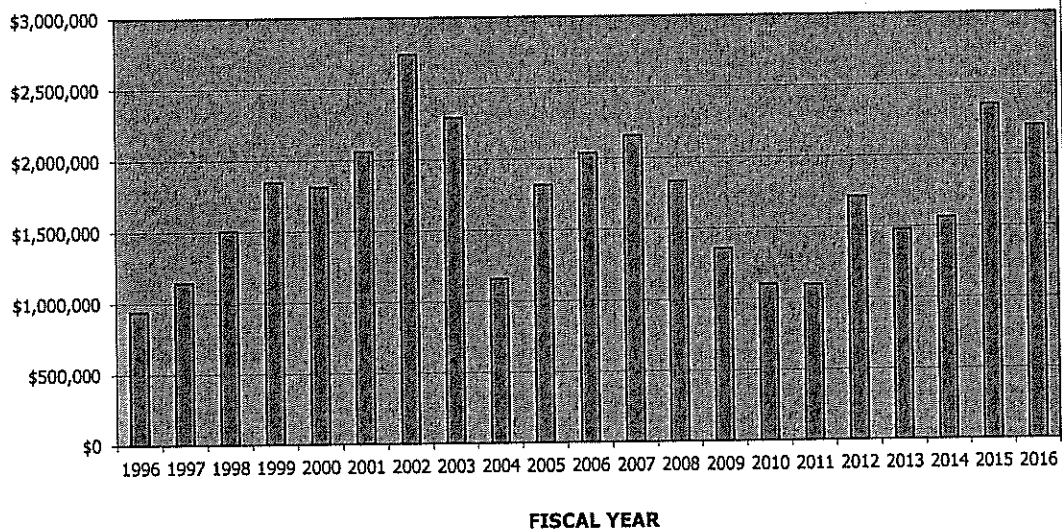
Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund town and school budgets.



## INCREASE IN TAX LEVY LIMIT DUE TO NEW GROWTH

	<b>Certified New Growth</b>
1994	\$914,145
1995	\$1,280,685
1996	\$939,716
1997	\$1,143,725
1998	\$1,505,996
1999	\$1,843,750
2000	\$1,812,339
2001	\$2,056,610
2002	\$2,740,476
2003	\$2,292,720
2004	\$1,157,885
2005	\$1,814,183
2006	\$2,035,526
2007	\$2,156,641
2008	\$1,832,630
2009	\$1,357,086
2010	\$1,103,536
2011	\$1,097,538
2012	\$1,712,432
2013	\$1,479,022
2014	\$1,563,740
2015	\$2,352,143
2016	\$2,204,083

### NEW PROPERTY TAX GROWTH

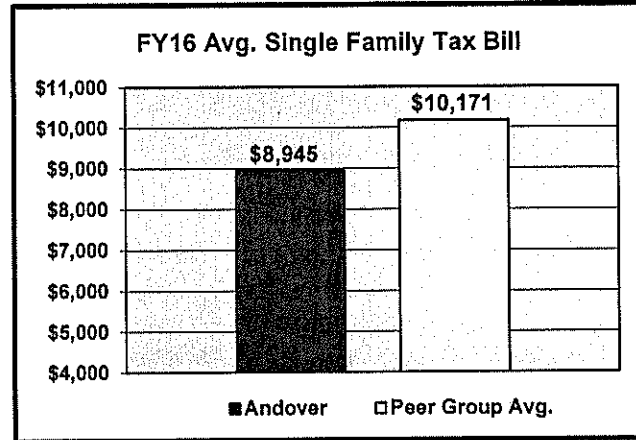
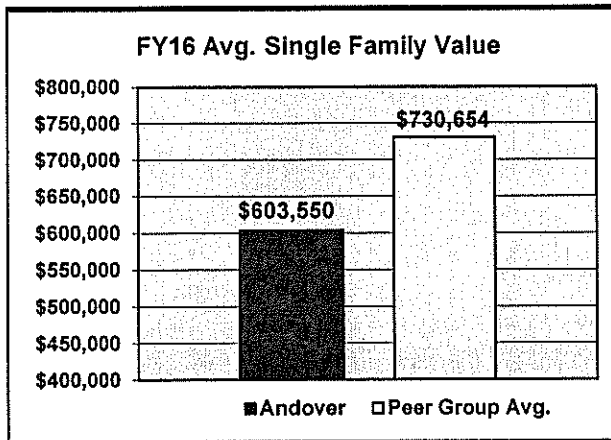
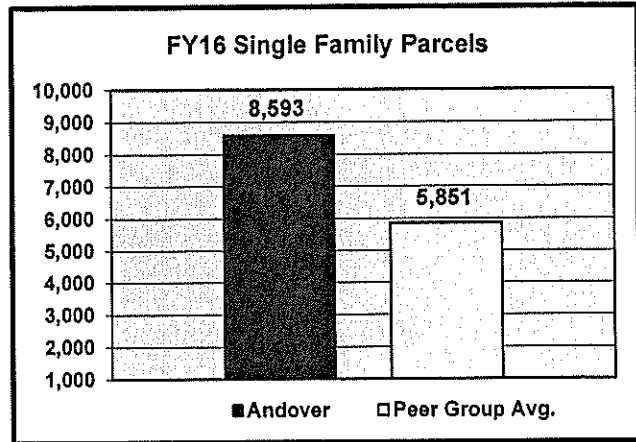
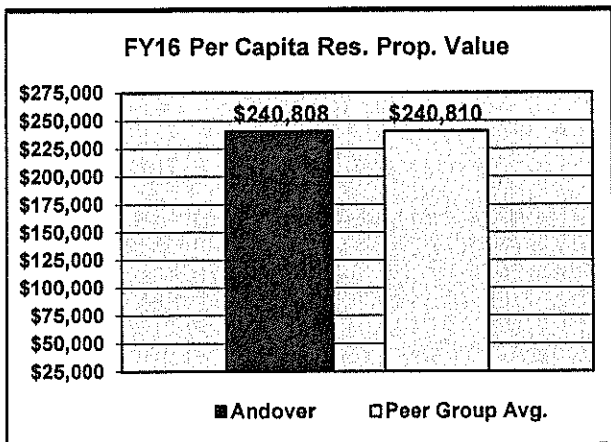


# TAX GROWTH FROM CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>
2016	852,206	353,649	998,228	2,204,083
2015	692,776	122,768	1,536,599	2,352,143
2014	593,070	107,515	863,155	1,563,740
2013	714,513	14,767	749,753	1,479,022
2012	470,623	71,686	1,170,123	1,712,432
2011	305,829	57,071	734,640	1,097,539
2010	271,613	109,918	722,005	1,103,536
2009	404,757	21,446	930,883	1,357,086
2008	772,937	328,929	730,764	1,832,630
2007	1,217,388	610,248	329,005	2,156,641
2006	1,575,860	259,077	200,589	2,035,526
2005	885,407	587,679	341,097	1,814,183
2004	735,038	59,129	363,718	1,157,885
2003	809,948	882,597	600,175	2,292,720
2002	1,089,553	1,396,472	254,451	2,740,476
2001	585,588	1,216,861	254,161	2,056,610
2000	796,122	868,534	147,683	1,812,339
1999	683,976	1,022,374	137,400	1,843,750
1998	572,272	765,295	168,429	1,505,996

# FY16 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



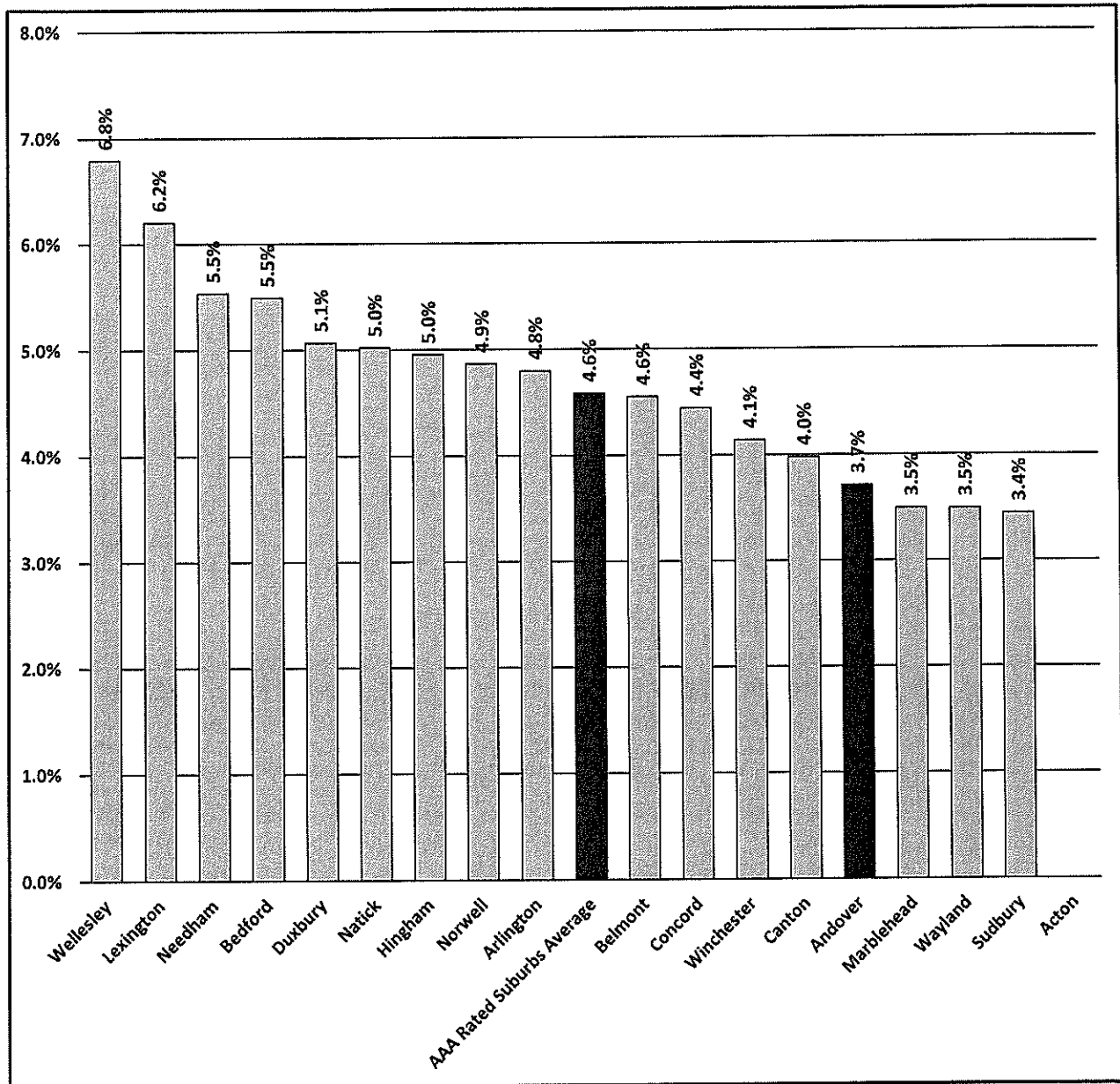
Data Source: DOR/DLS Database

Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Bedford; Belmont; Canton; Concord; Duxbury; Hingham Lexington; Marblehead; Natick; Needham; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

## FY2016 Valuation Breakdown - Single Family Homes

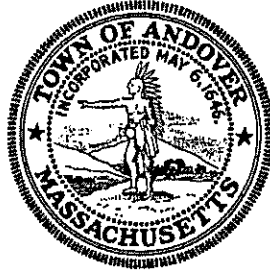
Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	126	3.9%
\$300,001 to \$400,000	933	17.9%
\$400,001 to \$500,000	2,133	28.4%
\$500,001 to \$600,000	2,168	21.1%
\$600,001 to \$1,000,000	2,773	24.6%
\$1,000,001 and Up	460	4.1%
<i>Total</i>	8,593	100.0%

## 10 Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY06 to FY16



	Average Single Family Tax Bill - FY2006	Average Single Family Tax Bill - FY2016	10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$6,400	\$8,945	\$2,545	\$255	39.8%	3.98%
AAA Rated Suburbs Average	\$6,824	\$10,097	\$3,273	\$327	48.0%	4.80%

Source of Data: Massachusetts Department of Revenue, Division of Local Services



# CAPITAL IMPROVEMENT PROGRAM (CIP)

**FISCAL YEAR 2017**  
**CAPITAL IMPROVEMENT PROGRAM (CIP)**  
**TOWN MANAGER'S RECOMMENDATIONS**  
**AND FUNDING SUMMARY**

(2/5/16)

The Town's Department Heads submitted CIP requests totaling \$25.8 million for FY2017. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY17 CIP of \$13,342,000 from the following funding sources:

General Fund Revenue:	\$3,440,000
Free Cash:	\$3,450,000
General Fund Borrowing:	\$4,625,000
Special Dedicated Funds:	\$1,664,000
Water & Sewer Enterprise Funds:	<u>\$3,313,000</u>
<b>Town Manager's Total CIP Recommendation for FY17:</b>	<b>\$16,492,000</b>

**From General Fund Revenue:**

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2017 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

DCS-1	Pumps Pond Improvements	\$50,000
TC-1	Election Voting Booths	\$37,000
TM-2	Municipal Services Facility Design	\$900,000
FIN-1	MUNIS Software	\$35,000
LIB-1	Library Renovations	\$25,000
IT-3	Power Infrastructure Refresh	\$120,000
IT-5	Performance Measurement Pilot	\$30,000
POL-1	Police Vehicle Replacement	\$195,000
FR-2	EMS Call Box for Shawsheen Fields	\$20,000
DPW-2	Minor Sidewalk Repairs	\$100,000
DPW-5	Drainage Infrastructure Inspection	\$50,000
DPW-7a	Public Works Vehicles - Small	\$100,000
DPW-25	Athletic Fields Needs Analysis	\$35,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
P&F-1	Town Projects - Buildings	\$275,000
P&F-2	Town Projects - Mech. & Electrical	\$170,000
P&F-4a	Town Vehicle Replacement	\$78,000
P&F-9	Time Keeping System - Town/School	\$80,000
SCH	School Capital Projects	<u>\$1,120,000</u>
<b>Total from General Fund Revenue</b>		<b>\$3,440,000</b>

**From Free Cash:**

It is recommended that the following projects, that would normally be funded by borrowing, be funded with Free Cash to save on long-term interest costs:

IT-2	1:1 Learning Initiative	\$400,000
IT-4	Elementary School Projector Refresh	\$200,000
P&F-7	Town & School Energy Initiatives	\$400,000
TM-1	New Deyermund Park Lighting	\$200,000
TM-3	Purchase 5 Campanelli Dr for Mun Serv Facility	<u>\$2,250,000</u>
<b>Total from Free Cash</b>		<b>\$3,450,000</b>

**From General Fund Borrowing:**

It is recommended that the following capital projects be funded through General Fund Borrowing:

DPW-7b	Public Works Vehicles - Large	\$350,000
FR-1	Fire Apparatus Replacement - Engine 4	\$575,000
P&F-6	Major Town Projects	\$700,000
SCH-4	Collins Center Façade Replacement	\$2,000,000
SCH-4	Lovely Field Turf Replacement	\$500,000
SCH-5	Major School Projects	<u>\$500,000</u>
<b>Total from General Fund Borrowing</b>		<b>\$4,625,000</b>

**From General Fund Exempt Borrowing:**

There are two large GF Exempt Borrowing projects currently being considered and planned. They are included here as placeholders, and will be advanced when they are ready to proceed:

TM-3	Ballardvale Fire Station	<u>TBD</u>
<b>Total from General Fund Exempt Borrowing</b>		<b>\$0</b>

**From Special Dedicated Funds:**

It is recommended that the following two recurring capital programs be funded through Special Dedicated Funds:

IT-1	Annual PC Leasing Program (Cable Fund)	\$275,000
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,389,000</u>
<b>Total from Special Dedicated Funds</b>		<b>\$1,664,000</b>

**From Water and Sewer Enterprise Funds:**

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-12	Water & Sewer Vehicles (WER)	\$33,000
DPW-14	Water Main Replacement Projects (WEB&R)	\$1,500,000
DPW-18	Water Treatment GAC Replacement (WER)	\$250,000
DPW-20	Water Storage Tanks Rehabilitation (WEB)	\$1,450,000
DPW-26	WTP Window Replacement (WER)	<u>\$80,000</u>
<b>Total from Water &amp; Sewer Enterprise Funds</b>		<b><u>\$3,313,000</u></b>

**CIP Total for FY17 (as of 2/5/16):** **\$16,492,000**



**TOWN OF ANDOVER**  
**TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM**  
**FY2017 - FY2021**

Rqst. #	P. #	Request Title	Dept Rqst FY2017	TM's Rec. FY2017	TM's Plan FY2018	TM's Plan FY2019	TM's Plan FY2020	TM's Plan FY2021	Town Manager's Recommendations / Comments
<b>General Fund Revenue (Capital Projects Fund)</b>									
DCS-1	8	Pomps Pond Improvements	\$50,000	\$50,000					Supports department's request for FY17
TC-1	9	Election Voting Booths	\$37,000	\$37,000					Supports department's request for FY17
TC-2	10	Vault Shelving	\$30,000	\$0	\$30,000				Recommends deferral of this request
TM-2		Town Yard/Municipal Services Facility Design	\$900,000	\$900,000					Recommends request for FY17
FIN-1	11	MUNIS Software	\$35,000	\$35,000		\$50,000			Supports department's request for FY17
LIB-1	12	Library Renovations	\$25,000	\$25,000	\$10,000				Supports department's request for FY17
IT-3	17	Power Infrastructure Refresh	\$195,000	\$120,000					Supports \$100k for this purpose for FY17
IT-5	19	Performance Measurement/Business Intelligence Pilot	\$50,000	\$30,000					Supports \$30k for this purpose for FY17
IT-6	21	Public Meeting Space Technology Upgrade	\$100,000	\$0					Does not support this request at this time
POL-1	23	Police Vehicle Replacement	\$275,000	\$195,000	\$195,000			\$195,000	Supports \$195k for this purpose for FY17
FR-2	25	Emergency Services Call Box for Shawshen Fields	\$20,000	\$20,000					Supports department's request for FY17
FR-3	26	Advanced Life Support Ambulance Equipment	\$100,000	\$0					Does not support this request at this time
DPW-2	27	Minor Sidewalk Repairs	\$100,000	\$100,000	\$100,000			\$100,000	Supports department's request for FY17
DPW-5	28	Drainage Infrastructure Inspection	\$50,000	\$50,000					Supports department's request for FY17
DPW-6	29	Storm Water Management			\$100,000			\$100,000	Placeholder for anticipated future department need
DPW-7a	31	Public Works Vehicles - Small	\$288,000	\$100,000	\$100,000			\$100,000	Supports \$100k for this purpose for FY17
DPW-23	34	Two Way Radio System	\$85,000	\$0	\$85,000				Recommends deferral of this request
DPW-24	35	The Park Sidewalks	\$90,000	\$0					Does not support this request at this time
DPW-25	36	Athletic Fields Needs Analysis	\$35,000	\$35,000					Supports department's request for FY17
DPW-28	37	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000			\$20,000	Supports department's request for FY17
P&F-1	38	Town Projects - Buildings	\$275,000	\$275,000	\$275,000			\$275,000	Supports department's request for FY17
P&F-2	40	Town Projects - Mechanical & Electrical	\$170,000	\$170,000	\$170,000			\$170,000	Supports department's request for FY17
P&F-4a	42	Town Vehicle Replacement	\$78,000	\$78,000	\$24,000			\$95,000	Supports department's request for FY17
P&F-8	44	Sprinkler & Fire Alarm Study-Municipal Buildings	\$70,000	\$0	\$70,000				Recommends deferral of this request
P&F-9	45	Time Keeping System - Town and School	\$80,000	\$80,000					Supports department's request for FY17
P&F4b	42	School Vehicle	\$27,000						
SCH-1	46	School Projects - All Schools	\$575,000		\$585,000			\$525,000	
SCH-2	49	School Projects - By Building (Priority 1 Requests)	\$550,000	\$1,420,000	\$377,500			\$55,000	Recommends a total of \$1,120m towards these purposes for FY17
SCH-3	54	Textbooks	\$1,124,000		\$604,000			\$400,000	
		<b>Total General Fund Revenue</b>	<b>\$5,434,000</b>	<b>\$3,440,000</b>	<b>\$2,745,500</b>	<b>\$1,927,000</b>	<b>\$2,035,000</b>	<b>\$1,689,000</b>	
<b>Free Cash</b>									
IT-2	57	1:1 Learning Initiative	\$400,000	\$400,000					Supports the use of \$400k of Free Cash for this purpose for FY17
IT-4	58	Elementary School Projector Refresh	\$400,000	\$200,000	TBD				Supports the use of \$200k of Free Cash for this purpose for FY17
P&F-7	60	Town & School Energy Initiatives	\$487,500	\$400,000					Supports the use of \$400k of Free Cash for this purpose for FY17
TM-1	64	New Daymond Fields Lighting	\$200,000	\$200,000					Supports the use of \$200k of Free Cash for this purpose for FY17
TM-3		Purchase 5 Campanelli Dr for Municipal Serv Facility	\$2,250,000	\$2,250,000					Supports the use of \$2,250k of Free Cash for this purpose for FY17
		<b>Total Free Cash</b>	<b>\$3,737,500</b>	<b>\$3,450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>General Fund Borrowing</b>									
DPW-3	65	Road Maintenance	\$1,000,000	\$0					Does not support borrowing for this purpose at this time
DPW-7b	67	Public Works Vehicles - Large	\$350,000	\$350,000	\$350,000			\$350,000	Supports the use of \$350k of GFB for this purpose for FY17
DPW-8	70	Minor Storm Drain Improvements			\$300,000			\$300,000	Projected department need for FY18 & FY20
DPW-9	71	Town Bridge Evaluation & Maintenance		\$0		\$500,000			Projected department need for FY19
DPW-10	72	Reconstruction of Existing Sidewalks	\$1,015,000						Does not support borrowing for this purpose at this time
DPW-11	74	New Sidewalk Construction	\$739,000	\$0					Does not support borrowing for this purpose at this time
FR-1	76	Fire Apparatus Replacement - Engine 4	\$575,000	\$575,000	\$270,000			\$1,033,000	Supports the use of \$575k of GFB for this purpose for FY17
FR-4	79	West Station Upgrades	\$250,000	\$0					Does not support this request at this time

Rqst. #	P. #	Request Title	Dept. Rqst. FY2017	TM's Rec. FY2017	TM's Plan FY2018	TM's Plan FY2019	TM's Plan FY2020	TM's Plan FY2021	Town Manager's Recommendations / Comments
P&F-3	80	Land Acquisition - New Town Yard	TBD	TBD					To be determined prior to 2016 ATM
P&F-6	81	Major Town Projects	\$750,000	\$700,000	\$1,255,000	\$220,000	\$210,000	\$800,000	Supports \$700k of GF borrowing for this purpose for FY17
P&F-7	60	Town & School Energy Initiatives [Free Cash for FY17]				\$1,125,000			Projected department need for FY18 - FY21
SCH-4	83	Collins Center Façade Replacement	\$2,000,000	\$2,000,000					Supports department's request for FY17
SCH-4		Lovely Field Turf Replacement	\$500,000	\$500,000					Supports department's request for FY17
SCH-5	84	Major School Projects	\$585,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	Supports \$500k of GF borrowing for this purpose for FY17
SCH-6	88	School Site Improvements	\$3,200,000	\$0	TBD	TBD	TBD	TBD	Recommend plan be deferred
SCH-7	90	AHS Library/Media Center Renovation	\$1,750,000	\$0	\$1,750,000				Recommend deferral of this request to FY18
SCH-9	92	High Plain/Wood Hill Air Condition Upgrade	\$300,000	\$0	\$300,000				Recommend deferral of this request to FY18
		<b>Total General Fund Borrowing</b>	<b>\$13,014,000</b>	<b>\$4,625,000</b>	<b>\$4,725,000</b>	<b>\$3,890,000</b>	<b>\$1,410,000</b>	<b>\$2,683,000</b>	
<b>General Fund Exempt Borrowing (Future)</b>									
TM-3	95	Ballardvale Fire Station	TBD	TBD					To be determined prior to 2016 ATM
		<b>Total General Fund Exempt Borrowing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Special Dedicated Funds</b>									
IT-1	98	Annual PC Leasing Program (Cable Fund)	\$275,000	\$275,000	\$314,000	\$313,000	\$316,000	\$326,000	Supports \$275k from Cable Funds for FY17.
DPW-1	101	Major Annual Road Maintenance (Ch 90)	\$1,389,000	\$1,389,000	\$1,389,000	\$1,389,000	\$1,389,000	\$1,389,000	Supports department's request from Chapter 90 funding.
		<b>Total Special Dedicated Funds</b>	<b>\$1,664,000</b>	<b>\$1,664,000</b>	<b>\$1,703,000</b>	<b>\$1,702,000</b>	<b>\$1,705,000</b>	<b>\$1,715,000</b>	
<b>Water &amp; Sewer Enterprise Funds</b>									
DPW-12	103	Water & Sewer Vehicles (WER)	\$207,500	\$33,000	\$175,000	\$203,000	\$163,000	\$265,000	Supports \$33k from WER for this purpose for FY17
DPW-13	105	Filter Backwash Discharge Tank (WEB)					TBD		Projected department need for FY20
DPW-14	106	Water Main Replacement Projects (WEB&R)	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	Supports \$1.5m for this purpose for FY17
DPW-16	108	WTP Parking Area Reconstruction (WER)	\$105,000	\$0	\$105,000				Recommend deferral of this request to a future year
DPW-18	109	Water Treatment GAC Replacement (WER)	\$250,000	\$250,000			\$250,000	\$250,000	Supports department's request for FY17
DPW-20	111	Water Storage Tanks Rehabilitation (WEB)	\$1,450,000	\$1,450,000	\$500,000				Supports department's request for FY17
DPW-21	112	WTP Electrical Substation Replacement (WEB)			\$250,000	\$1,250,000			Projected department need for FY18 & FY19
DPW-26	113	WTP Window Replacement (WER)	\$80,000	\$80,000					Supports department's request for FY17
DPW-27	114	WTP New Heating System (WEB)	\$1,500,000	\$0	TBD				Recommend deferral of this request to a future year
		<b>Total Water &amp; Sewer Enterprise Funds</b>	<b>\$5,092,500</b>	<b>\$3,313,000</b>	<b>\$2,530,000</b>	<b>\$2,953,000</b>	<b>\$1,913,000</b>	<b>\$2,015,000</b>	
		<b>Total All Requests</b>	<b>\$28,942,000</b>	<b>\$16,492,000</b>	<b>\$11,703,500</b>	<b>\$10,472,000</b>	<b>\$7,063,000</b>	<b>\$8,102,000</b>	



# BUDGET PROCESS, SCHEDULE & REQUIREMENTS

# **BUDGET PROCESS**

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The Town of Andover operates under state statutes, the Town Charter (Chapter 571 of the Acts of 1956, as amended), and locally adopted by-laws. The Charter establishes a Selectmen/Town Manager/Open Town Meeting form of government. The five-member Board of Selectmen are per the Andover Charter "...the makers of policy of the Town government, except as otherwise directed by Statutes or by the Town Charter" (Section 1 – Board of Selectmen). The Town Manager serves as the chief executive officer of town government (Section 10 – Powers and Duties).

Preliminary Revenue and Expenditure Projections are prepared for the next fiscal year by the end of October, and are included in the Town Manager's Recommended Capital Improvement Program (CIP). The preliminary projections may be discussed and refined in planning sessions with members of the Board of Selectmen, School Committee and Finance Committee. The projections assist in establishing forthcoming budget instructions and preparation guidelines.

The Charter requires that all boards, officers and committees annually submit in writing to the Town Manager a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices for the next fiscal year (Section 15 – Estimate of Expenditures). In late November the Finance Director distributes budget instructions, guidelines and worksheets to all departments on behalf of the Town Manager. All department/division heads prepare their budget requests for the next fiscal year starting July 1, and submit them to the Finance Director and Town Manager by the end of December. During the month of January, the Town Manager and Finance Director meet with each department/division head to review and discuss their respective budget requests.

The Charter requires the Town Manager to submit his recommended budget to the Board of Selectmen and Finance Committee on or before a date established by Town By-law (Section 15 - Estimate of Expenditures). Town By-law, Article IV, Section 6, stipulates that the annual budget shall be submitted to those bodies on or before the first Friday of February of each year. After submitting his recommended budget to the Board of Selectmen and Finance Committee, the Town Manager presents it at a public meeting shortly thereafter.

During the months of February and March the Board of Selectmen and Finance Committee conduct a series of joint public meetings to review, discuss, and vote on all recommended department/division budgets. Meeting notices are posted at least 48 hours in advance and the agendas are posted on the Town website at [www.andoverma.gov](http://www.andoverma.gov). The budget hearings are open to the public and are broadcast live on local access television.

The Finance Committee's responsibilities are described in Town By-laws Article III, Section 3 (Composition; term of office; powers and duties). The Town Meeting voters are advised on all financial matters by the nine member Finance Committee, the members of which are appointed by the Town Moderator, who is elected for a one-year term.

## **BUDGET APPROPRIATION AND AMENDMENT**

The legislative body of the Town is an open Town Meeting. All registered voters are entitled to attend and vote on any matter that comes before Town Meeting. Town Meeting has the authority to appropriate funds for the operating budgets and capital projects, except for specific types of expenditures where state statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or special town meeting (Massachusetts General Laws, Chapter 40, Section 5). The procedures for a town meeting are specified in Town By-laws Article II. The Town Meeting warrant (items to be voted on) is posted on the Town website, and is published in the local newspaper at least 14 days before the day of the town meeting. The Finance Committee mails its report of warrant recommendations to all households at least 10 days prior to scheduled date of Town Meeting.

At Town Meeting, reports and recommendations are presented by the Board of Selectmen, Finance Committee, Planning Board, School Committee and other sponsoring parties. Town Meeting votes and appropriates the budget and all other financial articles presented at a town meeting.

# BUDGET PROCESS

## ANNUAL BUDGET SCHEDULE

October – November	Revenue and Expenditure Projections and the 5-Year Capital Improvement Program (CIP) are prepared and distributed to the Board of Selectmen, Finance Committee, and School Committee.	
November	Annual operating budget instructions, guidelines and worksheets are distributed to all departments.	
December	Town departments submit budget requests to the Town Manager.	School principals submit budget requests to the Superintendent of Schools.
January	Town Manager reviews budget requests and submits his recommended budget to the Board of Selectmen and the Finance Committee.	School Superintendent reviews budget requests and submits her recommended budget to the Town Manager and School Committee.
February – March	Board of Selectmen and Finance Committee review Town Manager's Recommended Budget and CIP, and conduct public budget hearings.	School Committee, Finance Committee and Selectmen review Superintendent's Recommended Budget, and conduct public budget hearings.
March – April	Board of Selectmen and Finance Committee vote on all annual budget and capital requests	School Committee, Finance Committee and Selectmen vote on school budget and capital requests.
Ten days before first Town Meeting business session	Finance Committee report, including the town meeting warrant, is mailed to all Andover households ten days prior to the start of Town Meeting.	

# TOWN OF ANDOVER

## ANNUAL BUDGET REQUIREMENTS

### **Town of Andover Charter**

An Act Establishing A Selectmen-Town Manager Plan For The Town Of Andover [*Chapter 571 of the Acts of 1956, as accepted in 1958, and revised in 1974*]

#### **§ 15. Estimate of Expenditures.**

All boards, officers and committees, of the town shall annually, at the request of the town manager, submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices during the next fiscal year. On or before a date established by a Town By-Law [First Friday in February\*], the town manager shall submit to each member of the finance committee and of the board of selectmen a copy of his annual budget, which shall contain a careful, detailed estimate of the probable expenditures of the town for the ensuing fiscal year, including a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town, and showing specifically the amount necessary to be provided for each office, department and activity, together with a statement of the expenditures for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the town in the two preceding years, together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. He shall also report to said committee and to the selectmen the probable amount required to be levied and raised by taxation to defray all of the proposed expenditures and liabilities of the town, together with an estimate of the tax rate necessary therefor.

### **\* Town of Andover General By-laws**

#### **§ 6. Estimate of expenditures.**

The Town Manager, in accordance with Section 15 of the Town Charter (Chapter 571 of the Acts of 1956), as amended by the votes of Town Meeting acting on Article 1 of the Special Town Meeting of March 26, 1973, and Article 1, Question 1, of the Annual Town Meeting of March 1, 1974, shall submit his annual budget on or before the first Friday of February of each year. [Amended 4-16-1997 ATM, Art. 53]

# TOWN OF ANDOVER – FINANCIAL POLICIES

## A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues.

The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs.

The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.

2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.

- a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.

- b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only.

The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.

3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases.

This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

## TOWN OF ANDOVER – FINANCIAL POLICIES

<b>Fiscal Year</b>	<b>Certified Free Cash Going into Town Meeting</b>	<b>Free Cash as % of Budget</b>	<b>Amount Spent by Town Meeting</b>	<b>Amount Remaining after Town Meeting</b>
2005	2,188,732	2.1%	1,305,000	883,732
2006	3,013,073	2.5%	2,287,000	726,073
2007	5,432,796	4.4%	3,532,368	1,900,428
2008	2,333,996	1.9%	1,763,147	570,849
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.5%	4,893,083	868,182

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget.

Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.

5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund.

This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.

6. Fees and user charges should be reviewed annually in relation to the costs of providing the service.

As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.

7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.



# **TOWN OF ANDOVER – FINANCIAL POLICIES**

## **B. FISCAL POLICIES - WATER & SEWER**

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations.

The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.

2. Betterments will be assessed for water and sewer extensions.

In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.

3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates.

The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.

4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues.

Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

## **C. CAPITAL PLANNING POLICIES**

1. General

**CAPITAL PROJECT/ITEM**: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

# TOWN OF ANDOVER – FINANCIAL POLICIES

## CRITERIA FOR SETTING PRIORITIES:

- Highest priority – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- Second highest priority – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- Third highest priority – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

## FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
  - General Fund – Within Proposition 2½;
  - Sewer Enterprise Fund and Water Enterprise Fund;
  - General Fund – With Debt Exclusion Vote.
- Pay-As-You-Go (PAYGO) – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
  - Capital Project Fund supported by General Fund Revenues;
  - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
  - General Fund Capital Outlay Exclusion;
  - Free Cash warrant articles.
- Departmental Operating Budget – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
  - General Fund
  - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
  - Departmental revolving receipts

2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.

Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.

3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
  - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
  - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.

## TOWN OF ANDOVER – FINANCIAL POLICIES

- c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
  - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
3. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

### D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources.

Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.

2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.)

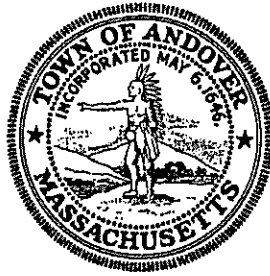
When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.

3. General Fund debt service will not exceed 10% of General Fund revenues.

The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.

4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years.

Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.



# CREDIT RATING INFORMATION

# RatingsDirect®

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## Summary:

### Andover, Massachusetts; General Obligation; Note

#### Primary Credit Analyst:

Victor M Medeiros, Boston (1) 617-530-8305; victor.medeiros@standardandpoors.com

#### Secondary Contact:

Travis L McGahey, New York 212-438-7994; travis.mcgahey@standardandpoors.com

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Rationale

Outlook

Related Criteria And Research

## Summary:

# Andover, Massachusetts; General Obligation; Note

### Credit Profile

US\$7.191 mil GO mun purp loan bnds ser 2015 due 06/15/2035

<i>Long Term Rating</i>	AAA/Stable	New
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US\$1.0 mil GO BANs dtd 06/19/2015 due 06/17/2016

<i>Short Term Rating</i>	SP-1+	New
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Andover GO

<i>Long Term Rating</i>	AAA/Stable	Affirmed
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## Rationale

Standard & Poor's Ratings Services assigned its 'SP-1+' short-term rating to Andover, Mass.' series 2015 general obligation (GO) bond anticipation notes (BANs), scheduled to mature on June 17, 2016. Standard & Poor's also assigned its 'AAA' long-term rating to the town's GO municipal purpose loan of 2015 bonds. At the same time, Standard & Poor's affirmed its 'AAA' long-term rating on the town's outstanding debt. The outlook on all ratings is stable.

The short-term rating reflects our assessment of the application of our criteria for evaluating and rating BANs. In our view, Andover maintains a very strong capacity to pay principal and interest when the notes come due. The town has a low market risk profile since it maintains what we regard as strong legal authority to issue long-term debt to take out the notes and it is a frequent debt issuer that regularly provides ongoing disclosure to market participants.

The town's full faith and credit pledge secures the bonds. Andover is issuing the debt to finance various capital and school-related projects.

The long-term rating reflects our assessment of the following factors for Andover, specifically its:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment methodology; Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level; Strong budgetary flexibility, with an available fund balance in fiscal 2014 of 10.2% of operating expenditures;
- Very strong liquidity, with total government available cash of 19.8% of total governmental fund expenditures and 3.6x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges of 5.4% of expenditures and net direct debt that is 48.2% of total governmental fund revenue, and low overall net debt at less than 3% of market value and rapid amortization with 74.4% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) liability; and
- Strong institutional framework score.

### **Very strong economy**

We consider Andover's economy very strong. The town, with an estimated population of 35,085, is located in Essex County in the Boston-Cambridge-Newton, MA-NH MSA, which we consider to be broad and diverse. The town has a projected per capita effective buying income of 196% of the national level and per capita market value of \$206,069. Overall, the town's market value grew by 5.7% over the past year to \$7.2 billion in 2015. The county unemployment rate was 6.0% in 2014.

Andover is about 22 miles north of Boston and is well situated at the crossroads of Interstates 93 and 495, providing residents with access to a broad range of employment opportunities across the deep and diverse MSA economy. Area commuter rail stations enable easy travel to downtown Boston.

### **Very strong management**

We view the town's management as very strong, with "strong" financial policies and practices under our Financial Management Assessment methodology, indicating financial practices are strong, well embedded, and likely sustainable.

The town uses identified trends and commonwealth estimates to develop annual revenue and expenditure assumptions, which it then uses to update its five-year budget forecast for complementing capital and budgetary planning. Management regularly monitors its budget, tracks revenue and expenditures, and reports budget-to-actual results to the finance committee at minimum on a monthly basis. The town performs midyear budget adjustments, if needed, during special town meetings. It also has a five-year capital plan and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. The town has a formal reserve policy of maintaining reserves between 3% and 7% of expenditures which it has exceeded recently.

### **Strong budgetary performance**

Andover's budgetary performance is strong in our opinion. The town had operating surpluses of 2.0% in the general fund and 4.2% across all governmental funds in fiscal 2014. General fund operating results of the town have been stable over the last three years, with a result of 0.3% in 2013 and a result of 2.7% in 2012.

Management attributes fiscal 2014's positive variances to budget to revenue surplus totaling \$2.6 million, reflecting higher-than-anticipated motor vehicle excise taxes. Officials also indicate that appropriations came in about \$1.9 million under budget, even after accounting for a snow and ice deficit of roughly \$600,000. With one month left in the current fiscal year, the town's management expects to finish the year with another operating surplus as the motor vehicle excise tax is again outperforming the budget while expenditures--with the exception of snow and ice removal, for which the town is expecting roughly \$400,000 in FEMA funds--which would most likely be recorded in fiscal 2016, are in line with the budget.

Currently, we expect operating performance to remain strong and in line with performance in years past. We also believe Andover maintains a stable and predictable revenue profile that is largely independent from state or federal funds. A balanced 2016 budget is anticipated.

### **Strong budgetary flexibility**

Andover's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2014 of 10.2% of operating expenditures, or \$15.7 million.

With less than one month in the current fiscal year, officials indicate the town expects to continue building on available reserves.

### **Strong liquidity**

In our opinion, Andover's liquidity is very strong, with total government available cash of 19.8% of total governmental fund expenditures and 3.6x governmental debt service in 2014. In our view, the town has strong access to external liquidity if necessary as it has frequently issued GO debt and BANs in the past.

Our opinion is that liquidity will remain very strong as there is no significant deterioration of cash balances planned or anticipated. Further, we note the town does not have any contingent liquidity risk from financial instruments with payment provisions that change on the occurrence of certain events.

### **Strong debt and contingent liability profile**

In our view, Andover's debt and contingent liability profile is strong. Total governmental fund debt service is 5.4% of total governmental fund expenditures, and net direct debt is 48.2% of total governmental fund revenue. Overall net debt is low at 1.2% of market value and approximately 74.4% of the direct debt is scheduled to be repaid within 10 years, which are in our view positive credit factors.

In our opinion, a credit weakness is Andover's large pension and OPEB liability. Its combined pension and OPEB contributions totaled 6.9% of total governmental fund expenditures in 2015. Of that amount, 3.7% represented contributions to pension obligations and 3.2% represented OPEB payments. The town made 100% of its annual required pension contribution in 2014.

The town contributes to the Andover Contributory Retirement Board. The pension system, a defined-benefit pension plan, is only 48% funded. While pension costs are currently manageable, due to the retirement system's below-average funded ratio, we believe this will likely remain a growing cost over the next few years. Additional long-term credit considerations include the town's long-term OPEB liabilities. As of June 30, 2013, the latest actuarial valuation date, the town's OPEB unfunded actuarial accrued liability was \$145 million.

### **Strong institutional framework**

The institutional framework score for Massachusetts municipalities is strong.

## **Outlook**

The stable outlook reflects our view of Andover's continued consistent financial performance with very strong management conditions contributing to strong flexibility. The town's very strong underlying economy and liquidity, in addition to its strong debt profile, provide rating stability.

We do not expect to lower the rating in our two-year outlook horizon due to our expectation that the town will maintain strong budget flexibility and financial performance. Although unlikely, should budgetary performance and



flexibility deteriorate significantly, we could lower the rating.

## Related Criteria And Research

### Related Criteria

- USPF Criteria: Local Government GO Ratings Methodology And Assumptions, Sept. 12, 2013
- USPF Criteria: Financial Management Assessment, June 27, 2006
- USPF Criteria: Debt Statement Analysis, Aug. 22, 2006
- USPF Criteria: Bond Anticipation Note Rating Methodology, Aug. 31, 2011
- . USPF Criteria: Limited-Tax GO Debt, Jan. 10, 2002
- Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions, Nov. 19, 2013
- Criteria: Use of CreditWatch And Outlooks, Sept. 14, 2009

### Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Institutional Framework Overview: Massachusetts Local Governments

### Ratings Detail (As Of June 10, 2015)

Andover GO mun purp ln

*Long Term Rating:*

AAA/Stable

Affirmed

Andover GO BANs dtd 06/19/2015 due 06/17/2016

*Short Term Rating:*

SP-1+

Affirmed

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## **GLOSSARY OF TERMS**

<b>Assessment/Offsets:</b>	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
<b>Balanced Budget:</b>	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
<b>Bond Anticipation Note (BAN):</b>	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
<b>Capital (Includes Debt Service):</b>	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
<b>Cherry Sheet:</b>	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
<b>Chapter 70 School Aid Cherry Sheet:</b>	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
<b>Chapter 90 Highway Funds:</b>	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS web-site.



## GLOSSARY OF TERMS (cont.)

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

**Debt Exclusion:** This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

**Designated Unreserved Fund Balance:** A limitation on the use of all or part of the expendable balance in a governmental fund.

**Enterprise Funds:** An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Presently, Arlington has enterprise funds for Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.

**Enterprise Fund Debt:** Debt service that is funded from Water & Sewer rates.

**Equalized Valuations (EQVs):** The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

**Excess Levy Capacity:** The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.



**GLOSSARY OF TERMS (cont.)**

<b>Exempt Debt:</b>	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
<b>Fiscal Year:</b>	A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.
<b>Foundation Budget:</b>	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
<b>Free Cash:</b>	A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
<b>GASB 34:</b>	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
<b>GASB 45:</b>	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
<b>General Fund</b>	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
<b>GIS (Geographical</b>	A computerized mapping system and analytical tool that allows a community to access information



**GLOSSARY OF TERMS (cont.)**

- Information System):** on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains as well as other data.
- Levy Ceiling:** A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½ ). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
- Levy Limit:** A levy limit is one of tow types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½ ). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
- Local Receipts:** This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.
- Tax Levy Limit:** This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
- Municipal Departments:** Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Public Works, Police, Fire, Support Services, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Services), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).
- MWRA Debt Shift:** The Town has accepted provisions of Massachusetts General Law, Chapter 110 whereby water and sewer debt costs are transferred to the tax levy. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007.



### GLOSSARY OF TERMS (cont.)

<b>New Growth:</b>	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
<b>Non-Appropriated Expenses:</b>	Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
<b>Non-Departmental (Healthcare &amp; Pensions)</b>	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
<b>Non-Exempt Debt:</b>	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
<b>Overlay Provisions:</b>	This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
<b>Overlay Reserve:</b>	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
<b>Override Stabilization Fund Deposit:</b>	The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town is projected to make appropriations to the Fund through FY2015.
<b>Payment in Lieu Of Taxes:</b>	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
<b>Property Tax:</b>	The property tax levy is the revenue a city or town raises through real and personal property taxes.
<b>Proposition 2 ½ Override Reserve For Abatements:</b>	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.



**GLOSSARY OF TERMS (cont.)**

<b>Reserve Fund:</b>	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
<b>School Department:</b>	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
<b>Stabilization Fund:</b>	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
<b>Surplus Revenue:</b>	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
<b>Tax Title:</b>	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
<b>Warrant Articles:</b>	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.